

MBA (2nd Year)

SEMESTER -THIRD

Total Contact Hours = 24

Total Marks = 700

Total Credits = 30

SEMESTER 3 rd		Contact Hrs.			Max Marks		Total	Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.		
MBADS1-301	Operation Research	4	-	-	40	60	100	4
MBADS1-302	Legal and Business Environment	4	-	-	40	60	100	4
MBADS1-303	Summer Internship Project	-	-	-	60	40	100	6
For Major Specialization								
XXXXXX	Compulsory Subject 1 (From Major Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 2 (From Major Specialization)	4	-	-	40	60	100	4
XXXXXX	Department Elective 1* (From Major Specialization)	4	-	-	40	60	100	4
XXXXXX	Department Elective 2* (From Major Specialization)	4	-	-	40	60	100	4
For Dual Specialization								
XXXXXX	Compulsory Subject 1 (From 1 st Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 2 (From 1 st Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 1 (From 2 nd Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 2 (From 2 nd Specialization)	4	-	-	40	60	100	4
Total	Theory = 6 Labs = 0	24	-	-	300	400	700	30

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

List of Compulsory Subjects (For Major and Dual Specialization)

Semester - Third	
Subject Code	Subject
FINANCE	
MBADD1-311	Indian Financial Systems and Financial Markets
MBADD1-312	Security Analysis & Portfolio Management
HR	
MBADD2-311	Industrial Relation and Labour Laws
MBADD2-312	Strategic HRM
IT	
MBADD3-311	Data Mining for Business Decisions
MBADD3-312	Data Base Management System
MARKETING	
MBADD4-311	Consumer Behaviour
MBADD4-312	Sales and Distribution Management
OPERATIONS	
MBADD5-311	Supply Chain & Logistic Management
MBADD5--312	Operations Strategy

List of Departmental Elective Subjects (For Major Specialization)

Semester - Third	
Subject Code	Subject
FINANCE	
MBADD1-313	Business Valuation
MBADD1-314	Strategic Financial Management
MBADD1-315	Financial Derivatives
MBADD1-316	Financial Markets and Services
HR	
MBADD2-313	Cross Culture Management
MBADD2-314	Manpower Planning, Recruitment and Selection
MBADD2-315	Team Dynamics at Work
MBADD2-316	Negotiation Management
IT	
MBADD3-313	System Analysis and Design
MBADD3-314	Enterprise Resource Planning
MBADD3-315	Software Project Management
MBADD3-316	Software Engineering
MARKETING	
MBADD4-313	Rural Marketing
MBADD4-314	Advertising Management
MBADD4-315	Industrial Marketing
MBADD4-316	Digital & Social Media Marketing
OPERATIONS	
MBADD5-313	Operation Research Applications
MBADD5-314	Pricing & Revenue Management
MBADD5-315	Supply Chain Analytics
MBADD5- 316	Behavioural Operation Management

OPERATION RESEARCH

Subject Code – MBADS1-301

L T P C
4 0 0 4

Duration- 60 Hrs

Course Objectives

The aim of this subject is:

1. To acquaint the students with the knowledge of various tools and techniques
2. To help students in optimal utilization the scarce resources of an organization.
3. To develop the students ability to deal with numerical and quantitative issues in business
4. To enable the use of statistical, graphical and algebraic techniques wherever relevant.

Course Outcomes

After completing this course, students will be able to:

1. Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis
2. Critically evaluate the underlying assumptions of linear programming tools
3. Solve a range of problems using the Operation Research techniques covered.

UNIT-I (18 Hrs)

Decision-Making Environments: Decision-Making Under Certainty, Uncertainty and Risk Situations; Uses of Decision Tree, Uses, Scope and Applications of Operation Research in **Managerial Decision-Making, Project Management:** Rules for Drawing the Network Diagram, Application of CPM and PERT Techniques in Project Planning and Control; Crashing and Resource Levelling of Operations Simulation and its Uses.

UNIT-II (15 Hrs)

Linear Programming: Mathematical Formulations of LP Models for Product-Mix Problems; Graphical and Simplex Method of Solving LP Problems; Sensitivity Analysis; Transportation Problem: Various Method of Finding Initial Basic Feasible Solution and Optimal Cost Assignment Model: Algorithm and its Applications

UNIT-III (15 Hrs)

Game Theory: Concept of Game; Two-Person Zero-Sum Game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for Solving Mixed Strategy Game -Sequencing Problem: Johnsons Algorithm for N Jobs and Two Machines, n Jobs and Three Machines, Two Jobs and M Machines Problems.

UNIT-IV (12 Hrs)

Queuing Theory: Characteristics of M/M/I Queue Model; Application of Poisson and Exponential Distribution in Estimating Arrival Rate and Service Rate; Replacement Problem: Replacement of Assets that Deteriorate with Time, Replacement of Assets which fail suddenly.

Relevant Case Studies should be discussed in class.

Recommended Books

1. TahaHamdy, 'Operations Research: An Introduction', Prentice-Hall.
2. J.K. Sharma, 'Operations Research', Pearson Learning.
3. Vohra, 'Quantitative Techniques in Management', Tata McGraw-Hill.
4. Peter C. Bell, 'Management Science/ Operations Research', Vikas Publications.
5. Anand Sharma, 'Operations Research, Himalaya Publications.
6. Prasad, 'Operations Research', Cengage Learning.

LEGAL AND BUSINESS ENVIRONMENT

Subject Code – MBADS1- 302

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives

The aim of this subject is:

1. To study Law of Contract, Sale of Goods Act and Negotiable Instrument for legally smooth functioning of a business.
2. To highlight about Company Law as well as constitutional framework of taxation.
3. To provide insights about Business Environment, Complexity and Diversity of current business environment in the 21st century
4. To provide a deeper understanding of the environmental factors influencing Indian business organizations.

Course Outcomes

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

1. Understand the impact of legal environment in a business context and demonstrate knowledge of and need for sustainable development
2. Analyze the various facets of basic case laws of each Act from a legal and managerial perspective
3. Apply the legal provision of Acts in common business situations.

Unit I (15 Hrs.)

Law of Contract: Definition, offer and Acceptance, Consideration, Capacity of parties, Free Consent, Legality of Object, Performance and Discharge of Contract and Remedies for Breach of Contract. **Sale of Goods Act:** Meaning - Formation of contract, condition and warranties. Difference between Transfer of Property and Possession, Right of an Unpaid Seller, **Negotiable Instrument:** Types of negotiable **Law of Insurance:** Fundamentals Elements of Insurance.

Unit II (15 Hrs.)

Company Law Incorporation of companies Memorandum of Association and Articles of Association Membership of a company Prospectus, Issue of capital, Loans, investments, deposits and charges, Meetings, Accounts and Auditors, Amalgamation, reconstructions, arrangements and compromises Provision with respect to appointment and removal of Director, Meeting, Winding up by court. **Taxation:** Constitutional framework of taxation. Direct and indirect taxes. Basic features of Central excise, GST.

Unit –III (15 Hrs.)

Business Environment - Definition, components and overview of Business Environment, Need to scan the business environment and techniques of scanning the business environment. **Political Environment:** Three political institutions: Legislature, Executive and Judiciary. Brief note on Fundamental rights and Directive Principles of state policy, **Legal Environment:** Company Regulatory Legislations in India, FEMA, Latest. EXIM policy. Competition Law, Consumer Protection Act 1986, Right to Information Act 2005

Unit –IV (15 Hrs.)

Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatization, Joint sector and Cooperative sector in India.

Social Environment: Corporate Social Responsibility, Cross-Cultural Business Environment, **Technological Environment:** Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Problems in Technology Transfer.

International Environment: Emergence of Globalization. Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade, Dumping and Anti-Dumping measures.

Note: Student must consult Economic Times, Financial Express and Economic Survey of current years.

Relevant Case Studies should be discussed in class.

Recommended Books

1. Dr Francis Cherunilam, Business Environment Text & Cases, Himalaya Publishing
2. Paul Justice, Business Environment- Text and Cases, TATA McGraw Hill.
3. Aswathappa, Essential of Business Environment, Himalaya Publishing
4. Aggarwal & Diwan, Business Environment, Excel Books
5. Majumdar A. K. and Kapoor G. K. 'Company Law' Taxmann Publishers
6. Bansal C. L. 'Business Laws' Taxmann Publishers
7. Singhanian V. K. and Singhanian K. 'Direct Tax Laws and Practice' Taxmann Publishers.
8. Chawla, Garg and Sarin 'Mercantile Law' Kalyani Publishers.

SUMMER INTERNSHIP PROJECT

Subject Code – MBADS1- 303

L T P C

0 0 0 6

Students will undergo Summer Internship of Six weeks to Eight weeks after Second semester. In third semester they will submit the summer internship project and give presentation.

Evaluation of Students will be done on the basis of following criteria

- | | |
|---------------------------------------|-------------|
| 1. Evaluation from Company Supervisor | - 40 Marks* |
| 2. Summer Internship Project Report | - 30 Marks |
| 3. Presentation | - 30 Marks |

*Company Supervisor will send the evaluation of student (out of 40 marks) to the department HOD. Department will upload these marks as external assessment on MRSPTU examination portal.

INDIAN FINANCIAL SYSTEMS AND FINANCIAL MARKETS

Subject Code – MBADD1-311

L T P C

Duration – 60 Hrs

4 0 0 4

Course Objectives

The aim of this subject is to:

1. To provide an in-depth view of the process in financial management of the firm.
2. To develop knowledge on the allocation, management and funding of financial resources.
3. To improve students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
4. To enhancing student's ability in dealing short-term dealing with day-to-day working capital decision

Course Outcomes

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

1. Understand the concept of fundamental financial concepts, especially time value of money.
2. Apply capital budgeting projects using traditional methods.
3. Analyze main ways of raising capital and their respective advantages and disadvantages in different circumstances

UNIT-I (15 Hrs)

Financial System: Introduction, functions and organisation. Role of Financial System in economic development, Reforms in the Indian financial system, Regulatory Framework.

Banking system: Banking System in India: An Overview, Structure of Indian Banks: Public, Private and Foreign banks, their Role and Performance. **Reserve Bank of India:** Functions and Role as a Central Bank. Banking Sector Reforms in India.

UNIT-II (15 Hrs)

Financial Institutions: Commercial Banks: Meaning, functions, Present Structure

Development Banks: Development Banks in India: Types, functions, growth, structure & working of Development Banks. **Non-Banking Financial Companies:** Importance, Scope, Characteristics, Functions, Types, Regulations, NBFCs, **Regional Rural Banks:** Objectives, Features, RBI Assistance, Evaluation, Major RRBs

UNIT-III (15 Hrs)

Insurance Industry in India: Evolution, Growth, Importance, Types, Major Players, Important Regulations, Insurance Sector Reforms. An Overview of Risks Faced by FIs, Types of Risks: Credit Risk, Liquidity Risk, Interest Rate Risk, Market Risk, Foreign Exchange Risk, Technology and Operational Risk.

Financial Markets: Structure and Significance; **Money Market** – Definition, Functions, Instruments of Money Markets, Recent Trend in Indian Money market. **Capital Market-** Introduction, Types of Capital Markets, Functions of Capital Markets. New Issue Market, Methods of raising funds from Primary Market. **SEBI** - Role, Objectives and Functions

UNIT-IV (15 Hrs)

Financial Instruments: Equity Shares, Dematerialisation, Preference Shares, Debentures, Bonds, Zero Coupon Bonds, Warrants and Convertibles, ADRs and GDRs, Derivatives- Options and Futures

Note: Relevant Case Studies should be discussed in class.

Recommended Books

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

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Subject Code: MBADD1-312

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

Duration: 60 Hrs

Course Objectives

The aim of this subject is:

1. To equip the students with the theoretical and practical knowledge of capital market.
2. To develop the skills for developing the portfolio constructions, revision, reconstruction and investment advisory.
3. To develop the skills required for portfolio management so as to be able to judge the competitive position of firm in capital market to support investment decisions
4. To create, select and apply appropriate techniques, resources, and modern management techniques,

Course Outcomes

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

1. Conduct fundamental and technical analysis of the diverse investment avenues
2. Understanding the concept of fundamental analysis including economic analysis and industry analysis. Uses and working of different mode of technical analysis.
3. Gain working knowledge of Portfolio analysis, Portfolio evaluation and revision techniques.
4. Apply interactive knowledge of correct way of usage of spot, forward, futures, options and swap contracts in case of hedging and speculation.

UNIT-I (12 Hrs)

Introduction: Concepts of Investment, Objectives of Investment, Various Alternatives of Investments

Primary Market: Introduction, Structure and Functions. Investment Tools in Primary Market

Secondary Market: Introduction, Major players, Functions of Secondary Market

Stock Markets: Introduction to Indian Stock Markets, Stock Market Indices, Indices Calculations

Risk and Return: Concept, Types, CAPM, Arbitrage Pricing Theory and Multi – Factor Models

UNIT-II (18 Hrs)

Economic Analysis: Analysis of Macroeconomic Variables

Industry Analysis: Industry Life Cycle, Key Characteristics in Industry Analysis.

Company Analysis: Analysis of Financial Statements, Key Financial Ratios

Technical Analysis: Introduction, Basic Tenets of Dow Theory, Characteristic Phases of Bull and Bear Trends, Critical Appraisal of Dow theory, Key Technical Indicators, Charting Techniques

UNIT-III (18 Hrs)

Market Efficiency - Introduction to Efficient Market Hypothesis, Random Walk Model, Forms of EMH, Empirical Evidences

Markowitz Portfolio Selection Model: Diversification, Issues in Diversification, Markowitz Model, Portfolios of Two Risky Securities, A Three Security Portfolio, The relationship between the Unleveraged and Leveraged Portfolio., Active and Passive Management

Evaluation of Portfolio Performance - Sharps' Index, Treynor's Index, Jensen Measure or (Portfolio Alpha), Empirical tests,

Portfolio Revision Techniques: Formula Plan, Rupee Cost Averaging, Constant Rupee Plan, Constant Ratio Plan, Variable Ratio Plan.

UNIT-IV (12 Hrs)

Derivatives: Introduction, Future, Forward, Options, Option Pay off Strategies, Black Scholes Models and Option Greeks

Fixed Income Securities – Bonds – Convexity, Duration, Bond Immunization, and Valuation of bonds, Active and Passive Management

Relevant Case Studies should be discussed in class.

Recommended Books

1. Reily and Brown, 'Investment Analysis and Portfolio Management', Cengage, New Delhi
2. Bodie, Kane, Marcus and Mohanty, 'Investments', Tata McGraw Hill, New Delhi
3. Fisher DE and Jordon RJ, 'Security Analysis and Portfolio Management', PHI, New Delhi
4. Hirt and Block, 'Fundamentals of Investment Management', Tata McGraw Hill, NewDelhi
5. A. Avdhani 'Security Analysis and Portfolio Management' Himalaya Publication

BUSINESS VALUATION

Subject Code: MBADD1-313

**LTP C
4 0 0 4**

Duration: 60 Hrs

Course Objectives

The aim of this subject is:

1. To analyse, appraise and compare financial statements of various industries;
2. To estimate and evaluate the financial health of a firm;
3. To interpret the results of the company for managerial decision making.
4. To compute ratios and apply the concepts learned on actual results published by companies

Course Outcomes

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

1. Conduct valuations based on the discounted cash flow method.
2. Conduct a relative valuation for a company.
3. Recognize conflicts of interest in valuation contexts
4. Critically analyse publicly available information about what is occurring in financial markets.
5. Demonstrate a basic understanding of the fixed income securities market

UNIT-I (15 Hrs)

Valuation: Introduction, Basis of Business Valuation, Approaches of Valuation- Asset Based Approach, Income Based Approach, Market Based Approach. Factors Affecting Valuation

Methods of Valuation: Discounted Cash Flow (DCF) Valuation, Advantages & Disadvantages of DCF

UNIT-II (15 Hrs)

Firm Valuation Models: Cost of Capital Approach, Adjusted Present Value Approach, Excess Return Models, Relative Valuation: Equity Valuation, Firm Valuation and Enterprise Valuation

UNIT-III (15 Hrs)

Valuation Multiples:FCFE Models, FCFE Models, PEG Ratio, Sales Multiple, EV/EBITDA Ratio, Relative PE Ratio, Equity Valuation vs Enterprise Value, Fundamental Value vs Relative Valuation

Project Valuation: Sensitivity Analysis, Scenario Analysis, Simulation Analysis, Hillier Model

UNIT-IV (15 Hrs)

Valuation of Real Options – Introduction, Types of Real Options, Binomial Model and its application, Black Scholes Model and its application,

Note: Ask Students to review of any company's financial statements and calculate the financial ratios and state their interpretations

Recommended Books

1. Gerald White, Ashwinder Paul Sondhi and Dov Fried, 'The Analysis and Use of Financial Statements', Wiley India Edition, **2010**
2. AswathDamodaran, 'Damodaran on Valuation', Wiley India Ltd,**2011**
3. Prasanna Chandra, 'Projects', 8th edition, Tata McGraw Hill Education, **2015**
4. Prasanna Chandra, 'Corporate Valuation & Value Creation',Tata McGraw Hill Education, 2015
5. C Rajendran, 'Management Accounting', 1st edition, Regal Publications, New Delhi, 2009
6. ICAI notes on 'Financial Analysis & Business Valuation'

STRATEGIC FINANCIAL MANAGEMENT

Subject Code –MBADD1-314

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

Duration: 60 Hrs

Course Objectives

The aim of this subject is:

1. To understanding of approaches of various management systems and strategic decision making process in valuation and financial management
2. To provide functional knowledge of implementation of dividend policies and cost management systems. Applications of valuation techniques of projects and risk involved in projects
3. To give insights about application of risk management practices in financial markets and planning and forecasting models of financial performance

Course Outcomes

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

1. Apply knowledge of statistics, decision sciences, business strategies, management fundamentals and its specialization to the conceptualization of management models
2. Design solutions for complex business problems and design systems, components or processes that meet specified business needs
3. Create, select and apply appropriate techniques, resources, and modern management techniques, including prediction and modelling

UNIT-I (15 Hrs)

Value Based Management System- Marakon Approach, Alcar Approach, Mckinsey Approach, **Shareholder's Value Creation** - MVA Approach - EVA Approach, BCG Approach

UNIT-II (15 Hrs)

Strategic Cost Management: Importance of Cost System, Life Cycle costing, Target costing Kaizen Costing, Standard Costing, Absorption Costing, Value Chain Analysis

Marginal Costing- Differential Costing-CVP Analysis – Profit Volume Graphs – Contribution Approach **Transfer Pricing** - Objectives, Methods of Transfer Pricing (Cost Based, Market Price Based, Negotiated Pricing), Advantages and Disadvantages

UNIT-III (15 Hrs)

Variance Analysis - Investigation of Variances, Planning and Operating Variances, Controllable / Non-controllable Variances, Variance analysis under Marginal Costing

Advanced Investment Appraisal – Discounted Cash Flow Techniques: NPV and IRR, Inflation and specific price variation, Single period and Multi-period Capital Rationing, Scenario Analysis, Sensitivity analysis, Certainty Equivalent factor, Risk adjusted Discount Rates.

UNIT- IV (15 Hrs)

Venture Capital – Definition, Differentiate PE funds, VC funds, and Angel investors – Features of Venture Capital - Stages of Venture Capital - Process of selection of investment

Financial Risks: Credit Risk, Liquidity Risk, Operational Risk, Foreign Investment Risk, Market Risk

Recommended Books

1. AswathDamodaran, 'Corporate Finance: Theory and Practice'. John Wiley & Sons
2. Frank J. Fabozzi, 'Financial Management and Analysis' John Wiley & Sons
3. Prasanna Chandra, 'Financial Management Theory and Practice' Tata McGraw Hills.

FINANCIAL DERIVATIVES

Subject Code – MBADD1-315

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives

The aim of this subject is:

1. Understand and explain the differences between the various financial derivative securities (Futures, Forwards and Options)
2. Understand the terminology, risks and costs associated with financial derivatives.
3. Explain the mechanics of the Futures market and evaluate the various hedging strategies using Futures
4. Analyse the role and relationship between forward and futures prices.

Course Outcomes

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

1. Demonstrate an understanding of the uses of financial engineering and risk management approaches and techniques used by modern organizations.
2. Apply their knowledge of derivatives in solving problems involving financial risks including foreign exchange risk, interest rate risk, credit risk and portfolio risks.
3. Make informed judgements on the use of derivative instruments.

UNIT-I (15 Hrs)

Financial Derivatives - Introduction, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives -traders in derivatives markets - Derivatives market in India

UNIT-II (15 Hrs)

Futures and Forwards—Introduction, Types of Forward, Futures, Difference between Futures and Forwards, Mechanics of buying & selling futures, Margins, Index futures, **Market Characteristics**- Futures Contract Specifications, Underlying Asset, Contract Size, and Delivery Specifications, Familiarising with Market Quotes. **Hedging strategies using futures:** Short hedge and long hedge and using futures, Optimal, Hedge Ratio, cross hedging of portfolio using futures

UNIT-III (15 Hrs)

Options – Introduction, Types of options, option pricing, factors affecting option pricing Option Pay-off Strategies. **Option Pricing Model:** Black Scholes Model, Binomial Model, Option Greeks **Interest Rate Derivatives:** Introductions, Types, Type of rates, Zero rates, Hedging with Interest Rate Derivatives, Advantages, Disadvantage and Applications, Indian Scenario

UNIT- IV (15 Hrs)

Currency Derivatives: Introductions, Types, Hedging with Currency Derivatives, Advantages, Disadvantages and Applications, Indian Scenario **Commodity Derivatives:** Introduction, Types, Commodity Futures and Options, Swaps Commodity Exchanges, Multi Commodity Exchange, National Commodity Derivative Exchange (NMDC) role, functions and trading

Recommended Books

1. Hull, J.C. (2014). Options Futures and other Derivatives. 9th edition, Prentice Hall of India
2. Bhalla, V.K. (2012). Investment Management. New Delhi: Sultan Chand.
3. Chance, D.M., & Brooks, R. (2008). Derivatives and Risk Management Basics. Cengage Learning India
4. Wimott, P. (2012). Quantitative Finance. Wiley & Sons.

FINANCIAL MARKET AND SERVICES

Subject Code – MBADD1-316

L T P C

Duration – 60 Hrs

4 0 0 4

Course Objectives

The aim of this subject is:

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

Course Outcomes

After completion of course, students will be able to:

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

UNIT-I (15 Hrs)

Financial Markets: Money Market – Definition, Instruments of Money Markets – T-Bills, Commercial Papers, Commercial Bills, Certificate of Deposits, Call/Notice Money market
Capital Market- Introduction, **Primary Capital Market-** Functions, IPO, Book Building Process, Right Issues, Preferential Issue, Private Placement, **Secondary Capital Market** – Functions, Stock Exchanges BSE, NSE, MCX, Calculating Stock Index. **SEBI** - Role, Objectives and Functions

UNIT-II (15 Hrs)

Financial Services - Meaning, types and their importance. Depository - Introduction, Concept, Depository Participants, Functioning & Benefits of Depository Systems. Dematerialization and Rematerialisation, **Mutual Funds and AMCs-** Concept, Origin and Growth of Mutual Funds, Management of MFS - Sponsors, Trustees, AMCs, and Custodians. Classification of Mutual Fund Schemes, Advantages and Disadvantages of Mutual Fund Schemes, NAV , SEBI guidelines for Mutual funds.

UNIT-III (15 Hrs)

Leasing - Concept and Development of Leasing, Business, Difference between Leasing & Hire Purchase, Types of Leasing Business, Advantages to Lessor and Lessee.

Merchant Banking - Origin and Development of Merchant Banking in India Scope, Role and Functions of Merchant Bankers, Latest Guidelines of SEBI w.r.t. Merchant Bankers

UNIT-IV (15 Hrs)

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

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

Securitisation: Concept, Mode, Mechanism and Beneficiaries of Securitisation, Securitisation in India, **Venture Capital:** Meaning and Modes of Financing

Relevant Case Studies should be discussed in class.

Recommended Books

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

INDUSTRIAL RELATIONS AND LABOUR LAWS

Subject Code: MBADD2- 311

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives

The aim of this course is:

1. To help students to understand basics of labour laws and industrial relations applicable in various business houses.
2. To familiarise the students with labour legislations and employee relations scenario in India.
3. To enable students, understand the important concepts of wage, salary and compensation management in India.
4. To make the students of Industrial Relations understand the concept of Public Relations and its various dimensions in the organisation.

Course Outcomes

After completion of course, students will be able to:

1. Elaborate the concept of Industrial Relations.
2. Illustrate the role of trade union in the industrial setup.
3. Summarize the important provisions of Wage Legislations & Social Security Legislations

UNIT-I (15 Hrs)

Industrial Relations - Concept, Theories and Evolution, System approach to IR-factors, Context, Web of Rules & Ideology, Trade UNIONSIM, impact of trade unions on wages, Factories Act, 1948; Mines Act, 1952; Trade Unions Act, 1926.

UNIT-II (15 Hrs)

Trade Unionism in India: Origin, Growth, Structure and Management of Trade Unions, Recognitions, Leadership, Trade Unionisms, Employers' Organisations in India, Managerial Associations. **Collective Bargaining:** Concept, Meaning and Objectives, Approaches, Technique & Strategies to Collective Bargaining, Process of Collective Bargaining, Impact of CB and Workers Participation in Management on IR

UNIT-III (15 Hrs)

Workers' Participation in Management: Concept, Purpose and Practices in other countries; Workers' Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality Circles – Concept and Practices in India.

UNIT-IV(15 Hrs)

Laws relating to Industrial Relations: Industrial Disputes Act, 1947; Industrial Employment (Standing Orders) Act, 1946; Workmen's Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees' Provident Funds & Misc. Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Gratuity Act, 1972. Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976.

Relevant case studies related to the topics should be discussed.

Recommended Books

1. Arun Monappa & J.T., 'Dunlop Industrial System', TATA McGraw Hill.
2. C.N. Patil, 'Collective Bargaining', University Press.
3. Pramod Varma, 'Industrial Relations', Tata McGraw Hill.
4. S.C. Srivastava, 'Industrial Relation & Labor Laws', Vikas Publications.
5. Singh and Sinha, 'Labor Laws in Brief', Excel Books.

STRATEGIC HUMAN RESOURCE MANAGEMENT

Subject Code: MBADD2- 312

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives

The aim of this course is:

1. To help students to understand basics of labour laws and industrial relations applicable in various business houses.
2. To acquaint the learners with the tools & techniques essential as a strategic contribution of HRM to organizational growth.
3. To understand the concept of strategic human resource management and explore how the strategic approach to human resources is different from the traditional approach

Course Outcomes

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

1. Identify and evaluate key HR issues which critically impact on organisational performance and strategic direction.
2. Interpret and integrate human resources management into the strategic thinking, direction setting, planning and operation of the organization.
3. Identify relevant metrics in strategic human resource management.
4. Demonstrate the interventions needed to generate commitment among key Stakeholders and business partners for a strategic HR agenda.

UNIT-I (15 Hrs)

Strategic HRM: Introduction, Definition, Need and Importance, Introduction to business and corporate strategies, Integrating HR strategies with business strategies, Developing HR plans and policies. **Human Resource Environment:** Technology and structure, Workforce diversity, Demographic changes, Temporary Contract Labour, Global Environment, Global Competition, Global sourcing of labour, WTO and labour standards

UNIT-II (15 Hrs)

Recruitment & Retention Strategies: Online recruitment, Employee referrals, Recruitment process outsourcing, Headhunting, Executive education, Flexi timing, Telecommuting, Quality of work life, Work – life balance, Employee empowerment, Employee involvement, Autonomous work teams. **Training and Development Strategies:** Creating learning organization, Competency mapping, Multiskilling, Succession planning, Cross cultural training.

UNIT-III (15 Hrs)

Performance Management strategies: Defining key result areas (KRA) - Result based performance, Linking performance to pay, Merit based promotions.

Reward and Compensation Strategies: Performance based pay, Skill based pay - Team based pay, Broad banding Profit sharing, Executive compensation, Variable pay

UNIT-IV(15 Hrs)

Retrenchment strategies: Downsizing, Voluntary retirement schemes (VRS), HR Outsourcing, Early retirement plans, Project based employment

Global HR Strategies: Improving international Assignments through selections, Training and maintaining international Employees, Developing international Staff and Multinational Teams.

Relevant case studies related to the topics should be discussed.

Recommended Books

1. Jeffery Mello, 'Strategic HRM' Thompson publication, New Delhi
2. Charles Greer, 'Strategic HRM', Pearson Education Asia , New Delhi
3. Michael Armstrong, Strategic HRM- Agarwal, Oxford University Press, New Delhi
4. Garry Desseler, 'Human Resource Management', PHI, New Delhi

CROSS CULTURE MANAGEMENT

Subject Code: MBADD2-313

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

Duration: 60 Hrs

Course Objectives

The aim of this subject is:

1. To introduce the key concepts and main theoretical frameworks of culture.
2. To infuse knowledge about how cultural differences may impact the management of individuals, teams, and organizations.
3. To introduce effective human resource management practice in multinational organizations.
4. To develop the students' cultural intelligence.

Course Outcomes

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

1. Demonstrate relevant knowledge, skills, and abilities when presented with cross-cultural management problems in multinational organizations.
2. Demonstrate understanding and respect for culture difference.
3. Apply theoretical frameworks in analysing culture and related management problems.
4. Provide critical and creative solutions for cross-cultural management problems.

UNIT-I (15 Hrs)

Introduction to Cross Cultural Management: Significance of Culture for International Management, Culture dimensions, impact of cross culture on organizations, role of culture in Strategic Decision- Making. Influence of National Culture on Organizational Culture. Comparing Culture: Cultural and Behavioural Differences in different countries, various models for comparing cultural- Hofstede. GLOBE, Kluchohm & Stood beck.

UNIT-II (15 Hrs)

Shift in Culture: Culture as a Factor in a People's Response to Change, Significance of Shift in Culture, Economic Factors and Shifts in National Culture, Foreign Intervention and influence on shifts in Local Cultures. **Cross- Cultural Communication:** Role of Effective Communication for International and Cross Cultural Management and in The Field of International Marketing, Cross, Cultural Verbal, Non-Verbal Communication Across Cultures, Managing Culture, Specific Perception, Responding the Demographic Change.

UNIT- III (15 Hrs)

Cross Cultural Human Resources Management – Staffing and Training for Global Operations Global Staffing Choices, Expatriates or Local Managers, Dynamics of Cross-Cultural Leadership, Managing and Motivating Multi Culture Teams.

Cross - Cultural Negotiation & Decision Making: Culture and Dispute, Resolution of Conflicts and Disputes in Cross Culture Context, Negotiations Across Culture, Cross, Culture Negotiation Process with Two Illustrations from Multi Cultural Context {India-Europe / India –US setting, for instance }

UNIT- IV (15 Hrs)

Cross-culture Ethics: Ethics Values across Cultures and Ethics dilemma, Contemporary issues in Cross culture ethics, Overview of Culture and Management in Asia (India, China and Japan), US and Europe.

Relevant case studies related to the topics should be discussed.

Recommended Books

1. Deresky Helen 'International Management: Managing Across Borders and Cultural', Prentice Hall India.
2. Cashby Franklin, 'Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company into a High- Performance Organization', Prentice Hall India.
3. P.L. Rao, 'International Human Resource Management', Excel Books.

MANPOWER PLANNING, RECRUITMENT AND SELECTION

Subject Code: MBADD2-314

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives

The aim of this course is:

1. To learn about the importance of manpower planning specially in today's dynamic environment with emphasis on effective recruitment and selection.
2. To understand the process of Recruitment, Training and Development.
3. To understand various methods of selection.

Course outcome

After completion of the course students will be able to:

1. Understand Manpower planning and implement techniques of job design.
2. Learn applications of various training techniques.
3. Develop an understanding of need of psychometric tests.

UNIT- I (15 Hrs)

Strategic staffing-HR planning process; Macro level scenario of manpower planning, setting up of objectives, organizing planning concept, process of manpower planning. Demand and Supply Forecasting; analyzing Jobs and Work; Types of Employment, Job analysis and description-competency mapping -procedures and steps, methods of data collection for mapping, developing competency models from raw data,

UNIT – II (15 Hrs)

The Recruitment Process; Advertising for Recruitment; Issues in Recruitment; Screening Applications; Measuring and Interpreting Individual Differences; Creating Psychometric Tests, Validation of Measurement; Using Psychometric Tests. New Tools for Recruitment, online recruitment; employee referrals; recruitment process outsourcing, head hunting.

UNIT – III (15 Hrs)

Managerial Selection; selection process, testing for selection of employees, use of psychological test, Conducting Interviews, Types of Interviews, interviewing skills, Group Discussions; Decision Making for Selection;, errors in selection.

UNIT – IV (15 Hrs)

Recruitment and Selection: Linking with other HRM Systems; Selecting Expatriates; Use of Technology in Recruitment and Selection; Communicating the Decision; Induction and Socialization; Internal Selection; Designing Systems, Administering and Evaluating the system; Ethical Issues; Present Trends in Recruitment and Selection. Employer branding

Relevant Case Studies should be discussed in class.

Recommended Books

1. Dessler Gary & V. Biju, 'Human Resource Management', Pearson Education.
2. Roberts. Gareth, 'Recruitment & Selection- A Competency Approach', Chartered Institute of Personnel & Development, London.
3. Jon Billsberry, 'Experiencing Recruitment & Selection', Wiley Publications.
4. Dominic Cooper, Robertson T. Ivan & Tinline Gordon, 'Recruitment & Selection –A Framework for Success', Thomson Publications, London

TEAM DYNAMICS AT WORK

Subject Code: MBADD2-315

L T P C

Duration: 60 Hrs.

4 0 0 4

Course Objectives

The aim of this course is:

- 1.To make students understand how to manage people and Leadership strategies at work.
2. To understand group development to achieve team goals.
3. To learn various Leadership styles.

Course Outcomes

After completion of the course students will be able to:

- 1.Understand the role of Communication in developing effective management.
- 2.Learn how to work in teams for overall growth of the organization.

UNIT-I (15 Hrs.)

Team Management: Team composition, formation, and development. Team Performance and Motivation. Team Conflict and conflict resolution in teams, Team Decision Making. Performance at Work; Work Planning and Organization. Responsible Management of People at Work.

UNIT-II (15 Hrs.)

Interactive Communication Skills: Discovering facets of interpersonal trust through Johari window, communication skills, Negotiation skills and strategies for team building, team morale, competitive vs collaborative behavior, developing collaboration.

UNIT-III (15 Hrs.)

Leadership: Types and Importance of Leadership, Role of Leadership in Creating a High Performance Work Culture, Empowerment and Delegation; Interactive Problem-Solving and Leadership.

UNIT-IV (15 Hrs.)

Experiential learning methodologies: T- group sensitivity training, encounter groups, appreciative enquiry, discovering the interpersonal orientation through FIRO-B.

Relevant case studies related to the topics should be discussed.

Recommended Books

1. Andrew J. DuBrin, 'Leadership Principles', Cengage Course, India.
2. Haldar U. Kumar, 'Leadership and Team Building', Oxford University Press.
3. LussierAchua, 'Effective Leadership', Cengage Course.
4. Richard. L. Draft, 'Leadership', Cengage Course.

NEGOTIATION MANAGEMENT

Subject Code: MBADD2-316

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives

The aim of this course is:

1. To familiarize the learners with the dynamics of collective bargaining in the industrial relations environment in the country and to impart them relevant skills in effective negotiations to help in managing unions effectively.
2. To understand the need for developing negotiation skills and various cultural negotiations.
3. To understand conflict management

Course Outcomes

After completion of the course students will be able to:

1. Learn various conflict sources and how to handle them.
2. Learn best practices in negotiation and how to handle it.

UNIT- I (15 Hrs.)

The Negotiation Process – Gaining leverage through power & persuasion: Elements of Negotiation, Multiparty Negotiations, Stages of Negotiation Process; Levels of Negotiation; Issues for Negotiation; Preparation for Negotiations, Types, strategies and tactics in negotiation. Bargaining & Negotiation: Differences and similarities. BATNA, Context of Mediation, Conciliation, Arbitration; Principles of persuasion; Persuasion Strategy and its effectiveness.

UNIT- II (15 Hrs.)

Negotiation Skills for Effectiveness: Need for developing Negotiation skills, Breakdown of Negotiation: Causes and Consequences; Third Party Intervention, Impasse and Alternative Dispute Resolution (ADR), What causes Impasse and Intractable Negotiations, characteristics that make a Negotiation more intractable, Effective Negotiation: Mutual Trust and Understanding; Challenges for effective negotiators.

UNIT- III (15 Hrs.)

The influence of culture and gender on negotiations: Understanding cultural differences in negotiation; Hofstede's Cultural Dimensions, GLOBE study on cultural dimensions, Gender issues in negotiations; role of cross-cultural differences in Negotiations; Seven pillars to negotiational wisdom. International Negotiations, Best practices in negotiations.

UNIT- IV (15 Hrs.)

Conflict Management: Meaning and Source of Conflict, Types of conflict, patterns, levels, and; traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Conflict Process, Management of conflict – Resolution & Stimulation Techniques, Dual Concern Model of Conflict Resolution

Course Outcome: Understanding the central concepts of negotiation and conflict and providing experience in the negotiation and conflict management process. Developing negotiating skills and confidence in a variety of contexts in students.

References Books

1. Carrell. R. Michael &Heavrin Christina Heavrin, Negotiating Essentials: Theory, Skills, and Practices, Pearson Education New Delhi, 2008
2. Lewicki J. Roy, Saunders M. David, Berry Bruce, Negotiation, Mc Graw Hill, 5th Edn. **2011**.
3. Cohen, S. Negotiating Skills for Managers. McGraw Hill Professional
4. Bray M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach, Tata Mc Graw Hill.

DATA MINING FOR BUSINESS DECISIONS

Subject Code: MBADD3-311

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives

The aim of this subject is:

1. To cover powerful data mining techniques including clustering, association rules, and classification.
2. To teach high volume data processing mechanisms by building warehouse schemas such as snowflake, and star. OLAP query retrieval techniques are also introduced.
3. To enable the students to apply the techniques of clustering, classification, association finding, feature selection and visualization to real world data.

Course Outcomes

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

1. Gain the knowledge of basic concepts of Data Warehouse and Data Mining techniques.
2. To process raw data to make it suitable for various data mining algorithms.
3. To explore interesting patterns, analyze supervised and unsupervised models and estimate the accuracy of the algorithms

UNIT-I (13 Hrs)

Introduction to Data Mining: Introduction, Definition of Data Mining, Data mining parameters, Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining, Ethical issues in Data Mining, Global issues

UNIT-II (16 Hrs)

Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need, Similarity Measures, Decision Tree-Illustrations, Neural Network, Neural Network versus Conventional Computers, Kohonen's Self-Organizing Maps, Genetic Algorithms

UNIT-III (15 Hrs)

Introduction to Data Warehousing: Introduction, Data Warehousing, Advantages and Disadvantages of Data Warehousing, Data Mart, Aspects of Data Mart, Online Analytical Processing, Characteristics of OLAP, OLAP Tools, OLAP Data Modelling, OLAP Tools and the Internet, Difference between OLAP and OLTP, Multidimensional Data Model, Data Modelling using Star Schema

UNIT-IV (16 Hrs)

Different Ways of Data Warehousing: Introduction, Types of Business Models, B2B Business Intelligence Model, Electronic Data Interchange & E-Commerce Models, Advantages of E-Commerce for B2B Businesses, Systems for Improving B2B E-Commerce, B2C Business Intelligence Model, Need & Types of B2C model in Data warehousing

Data Extraction: Introduction, Data Extraction, Role of ETL process, Importance of source identification, Various data extraction techniques, Logical extraction methods, Physical extraction methods, Change data capture

Note: Relevant Case Studies should be discussed in class.

Recommended Books

1. Nisbet, R., Elder, J., & Miner, G. Handbook of statistical analysis and data mining 2009 techniques. New Delhi: Academic Press 2009
2. Efram G Mallach, 'Decision Support and Data Warehouse Systems', Tata McGraw-Hill, New Delhi, 2003.
3. McLaren & McLaren: Data Warehousing and Data Mining, Tata McGraw-Hill, New Delhi, 2003

DATABASE MANAGEMENT SYSTEMS

Subject Code: MBADD3-312

L T P C

Duration: 60 Hrs.

4 0 0 4

Course Objectives

The aim of the subject is:

1. To provide introduction to database systems and various models.
2. To provide introduction to relational model and SQL
3. To understand about Query processing and Transaction Processing.
4. To learn the concept of failure recovery and concurrency control

Course Outcomes

After Completion of this course, students will be able to:

1. Understand advanced database concepts and technologies.
2. Understand database system concept and architecture and implement PL/SQL
3. Understand query processing and transaction control
4. Understand object oriented, relational, distributed databases.
5. Understand backup and recovery concepts.

UNIT- I (15 Hrs.)

Database Management System: Introduction, Purpose, Applications, View of data, relational databases, database architecture, transaction management, The importance of data models, Basic building blocks, Business rules, The evolution of data models, Degrees of data abstraction.

UNIT-II (15 Hrs.)

ER Model: Overview, ER-Model, Constraints, ER-Diagrams, ERD Issues, weak entity sets, Codd's rules, Relational Schemas, Introduction to UML Relational database model: Logical view of data, keys, integrity rules.

Relational Database Design: features of good relational database design, atomic domain and Normalization (1NF, 2NF, 3NF, BCNF).

UNIT-III (15 Hrs)

Constraints: Definition, Types of constraints, Integrity constraints

Views: Introduction, Data independence, security, updates on views, comparison between tables and views

SQL: Introduction, Data definition, aggregate function, Null Values, nested sub queries, Joined relations. Triggers. Functions - Arithmetic functions, Character functions, Date functions, and Group functions. SET Operators - Union, Intersect, Minus

UNIT-IV (15 Hrs.)

PL/SQL Concepts: Cursors, Stored Procedures, Stored Function, Database Triggers

Transaction Management: Transaction concepts, properties of transactions, serializability of transactions, testing for serializability, System recovery, Two- Phase Commit protocol, Recovery and Atomicity, Log-based recovery, concurrent executions of transactions and related problems, Locking mechanism, solution to concurrency related problems, deadlock, two-phase locking protocol, Isolation, Intent locking

Recommended Books

1. Bipin C. Desai, 'An Introduction to Database System', 3rd Edn. Galgotia Publications Private Ltd, 2012.
2. Ivan Bayross, 'SQL, PL/SQL The Programming Language of ORACLE', 2nd Edn., BPB Publication, 2003.
3. Henry F. Korth, 'Database Systems Concepts', 5th Edn., McGraw Hill Inc, 2005.
4. RamezElmasri and Shamkant B. Navathe, 'Fundamentals of Database Systems', 4th Edn., Pearson Publication, 2003
5. A Silberschatz, H Korth, S Sudarshan, 'Database System and Concepts', 5th Edn. McGraw-Hill

SYSTEM ANALYSIS AND DESIGN

Subject Code: MBADD3-313

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives

The aim of the subject is:

1. To familiarize the students with System Development concepts.
2. To familiarize the students with system development life cycle, system project planning, system design & testing fundamentals.

Course Outcomes

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

1. Basic ability to analyze algorithms and to determine real time efficiency class.
2. Ability to apply and implement learned design techniques and data structures to solve problems.

UNIT-I (15 Hrs)

System Definition and Concepts: General Theory systems, Manual and automated systems, Real time business sub systems, System environment and Boundaries, Real time system and distributed systems, Basic principles of successful systems, Approach to system development: Structured System Analysis and Design, Prototype, Joint Application Development, Role and Need of Systems Analyst Qualifications and responsibilities.

UNIT-II (15 Hrs)

Systems Development Life Cycle (SDLC) and Various phases of SDLC: Study Analysis, Design, Development, Implementation, Maintenance; Documentation: Principles of Systems Documentation, Types of documentation and their importance, Data and fact gathering techniques: Interviews, Group Communication -Questionnaires; Assessing Project Feasibility: Technical, Operational, Economic, Cost Benefits Analysis, Module specifications, Top-down and bottom-up design. Module coupling and cohesion, Structure Charts.

UNIT-III (15 Hrs)

System Design and Modeling: Process Modeling, Logical and physical design, Conceptual Data Modeling: Entity /Relationship Analysis, Entity-Relationship Modeling, ERDs and DFDs, Structured English, Decision Tree, Table.

UNIT-IV (15 Hrs)

Planning Considerations: Conversion methods, procedures and controls, System acceptance criteria, System Evaluation and Performance, Testing and Validation,

Relevant case studies related to the topics should be discussed.

Recommended Books:

1. Hoffer J. A, George J.F, Valacich J.S. and Panigrahi P.K, 'Modern Systems Analysis and Design', 6th Edition, Pearson Education, **2011**.
2. Alan Dennis, David Tegarden and B. H. Wixom, 'Systems Analysis and Design', 1st Edition, John Wiley & Sons, Inc, **2001**.
3. Jeffrey L. Whitten, Lonnie D. Bentley and Kevin C. Dittman, 'Systems Analysis and Design Methods', 5th Edition, Tata McGraw-Hill, **2000**.
4. Kendall & Kendall, 'Systems Analysis and Design', 4th Edition, Prentice Hall, **1998**.

ENTERPRISE RESOURCE PLANNING

Subject Code: MBADD3-314

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives

The aim of this subject is:

1. To have a deep understanding of different business modules of an organization.
2. To have a basic understanding of applications of ERP and various ERP software's.
3. To provide insights of necessary strategies of resource planning of an organization.

Course Outcomes

After completion of this course, students will be able to

1. Understand the scope of ERP, data models, Client/Server architecture and identify all components in an ERP system and the relationships among the components.
2. Understand the technologies related to ERP and the phases of ERP.
3. Implement the domain of ERP.

UNIT-I (15 Hrs)

Introduction: An Overview, Reasons for Growth of ERP, Problem areas in ERP implementations, The future of ERP, Characteristics and features of ERP, Benefits of ERP.

Enterprise Modelling and Integration for ERP: Enterprise-An overview, Integrated Management Information, Business modelling, Integrated Data Model, Role of Common/Shared Enterprise Database, Generic Model of ERP System, Client/Server Architecture and Enterprise – wide Computing, Characteristics of client/Server Architecture, Different Components of ERP Client/Server Architecture.

UNIT-II (15 Hrs)

ERP And related Technologies: BPR (Business Process reengineering), Definition, BPR – The different phases, Enterprise Redesign Principles, BPR and IT, Data Warehousing, Data Warehouse Components, Structure and Uses of Data Warehouse, Data Mining, Advantages and Technologies Used In Data Mining, OLAP, Supply Chain Management, Definition, Stevan's Model, Benefits, ERP Vs SCM, CRM.

UNIT-III (15 Hrs)

ERP Implementation: Evolution of ERP, Evolution of Packaged Software Solutions, The Obstacles in ERP implementation, ERP Implementation Lifecycle (Different Phases), Implementation Methodology, ERP Implementation-The Hidden Costs, In-house Implementation-Pros and Cons, Vendors and role of vendors for ERP, Consultants and role of consultants for ERP.

UNIT – IV (15 Hrs)

Technologies in ERP System: Electronic Data Interchange(EDI), Use of EDI, Evolution of EDI, Benefits of the EDI, EDI Standards, EDI Services, EDI Components.

The ERP Domain: Vendors in the ERP Market, SAP's Markets, SAP Architecture and Integration, Scalability of SAP, SAP Business Structure, Common SAP Installation, SAP R/3 System, SAP Tools, People Soft, Jd Edwards, Oracle.

Relevant case studies related to the topics should be discussed.

Recommended Books

1. Alexis Leon, 'ERP Demystified', 3rd Edition, McGraw-Hill, 2014.
2. S. Sadagopan, 'ERP: A Managerial Perspective', 1st Edition, McGraw-Hill, 1999

SOFTWARE PROJECT MANAGEMENT

Subject Code: MBADD3-315

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives

The aim of this subject is

1. To create an understanding on methodologies, tools, techniques, metrics, quality and risk issues in software project management.
2. To provide an in-depth knowledge of software project management and project planning. It also covers the Step Wise framework in project planning.
3. To apply the basics of Software Project Management in order to manage and deliver qualified product and plan the activities within time schedules with CPM and PERT Analysis.

Course Outcomes

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

1. Manage the quality of product and managing the risk involved managing team and measuring and tracking the planning.
2. Manage team and measuring and tracking the planning.
3. Perform configuration management and project monitoring and control

UNIT I (15 Hrs)

SPM concepts: Definition – components of SPM – challenges and opportunities – tools and techniques – managing human resource and technical resource – costing and pricing of projects – training and development – project management techniques.

UNIT II (15 Hrs)

Software Measurements: Monitoring & measurement of SW development – cost, size and time metrics – methods and tools for metrics – issues of metrics in multiple projects.

UNIT III (15 Hrs)

Software Quality: Quality in SW development – quality assurance – quality standards and certifications – the process and issues in obtaining certifications – the benefits and implications for the organization and its customers – change management.

UNIT IV (15 Hrs)

Risk Issues: The risk issues in SW development and implementation – identification of risks – resolving and avoiding risks – tools and methods for identifying risk management.

Offshore Projects: Projects – off-shore development issues – managing human resources – pricing and payments across countries – remote development and implementation.

Recommended Books

1. Richard H.Thayer (Edited), Software Engineering Project Management, IEEE, 2nd Edn. John Wiley & Sons,
2. Royce, Walker, Software Project Management, Pearson Education, 2002.
3. Kelker, S. A, Software Project Management, Prentice Hall, 2003

SOFTWARE ENGINEERING

Subject Code: MBADD3-316

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives

The aim of this subject is:

1. To enable the students to learn the principles and methodologies followed to develop a good software.
2. Understand the concepts and methods required for the construction of large software systems.
3. It aims to develop a broad understanding of the discipline of software engineering.

Course Outcomes

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

1. Study how software engineering principles evolve and to analyze the various software models that can be followed to develop a software.
2. Understand the software analysis and design step of software development.
3. Understand coding, testing and reliability of a software.
4. Highlight the various management activities and related terms of a software.

UNIT-I (15 Hrs)

System Concept: Definitions, Sub-systems, Modules, Software Engineering Goals, Software Process Models: Waterfall, Prototyping, Spiral, Communication skills for Software Engineer/Analyst, Software requirements, Software requirements specifications (SRS), Components of SRS.

UNIT-II (15 Hrs)

Systems Development Life Cycle: Feasibility Study, Requirements Capture, Detailed Systems Analysis, Systems Design, Testing, On-site Implementation and Maintenance. System Analysis: Principles of Structured Analysis, DFD, E-R-diagram, Data Dictionary, Cost estimation models, COCOMO model, Risk in estimation.

UNIT-III (15 Hrs)

Software Design: Objectives, Principles, Concepts, Design Process, Design Methodologies, Structured design, Modular design, Object oriented design, User-interface design: Menu, Screen and Report Layout Designing, The Mode/Style of interaction between the system and the user.

UNIT - IV (15 Hrs)

Testing Fundamentals: Objectives, Principles, Testability, Test Cases, White Box & black box Testing, Testing Strategies: Verification & Validation, Unit Test, Integration Testing, Validation Testing, System Testing. Introduction to Computer Aided Software Engineering (CASE), Types of Data Processing - Batch, On-line and Real Time Processing.

Recommended Books

1. Roger Pressman, 'Software Engineering Practitioner's Approach', 6th Edition, McGraw-Hill, 2014.
2. Pankaj Jalote, 'An Integrated Approach to Software Engineering', 3rd Edition, Narosa, 2005.
3. Kenneth D. Shere, 'Software Engineering Management', Prentice Hall, 1987.
4. Rajib Mall, 'Fundamentals of Software Engineering', 4th Edition, PHI, 2014.

CONSUMER BEHAVIOUR

Subject Code: MBADD4-311

L T P C

Duration:60 Hrs

4 0 0 4

Course Objective

The aim of this subject is:

1. To understand the various factors effecting consumer behaviour and to understand the process of consumer buying.
2. To understand the principal factors that influence consumers as individuals and decision makers.
3. To understand buying behaviour of consumers in relation to human psychology.

Course Outcome

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

1. Understand the relevance of consumer concepts to marketing decisions.
2. Recognize social and ethical implications of marketing action on consumer behaviour.
3. Use appropriate techniques for market solutions.

UNIT-I (13 Hrs)

Introduction to Consumer Behaviour: Consumer Behavior: Scope, Importance and Interdisciplinary nature, Strategic Applications, Research in Consumer Behaviour: Need, Scope, Types, Research Process, Application of Research in Consumer Behaviour, Market Segmentation: Meaning and Bases of Segmentation, Criteria for Effective Targeting, Implementing Segmentation Strategies

UNIT-II (16 Hrs)

Individual Determinants of Consumer Behaviour: Motivation: Nature and Types of Motives, Dynamics of motivation, Types of Needs, Motivational theories, Personality: Theories, Product Personality, Self, Self image, Vanity, Consumer Perception: Concept and Elements of Perception, Dynamics of perception, Consumer Imagery, Perceived Risk, Consumer Learning: Elements of learning, Behavioural and Cognitive Learning Theories, Consumer Attitude: Functions of Attitude, Attitude Theories: Tri component, Multi attribute and Cognitive Dissonance, Attitude formation, Attitude Change Strategies, Designing persuasive communications

UNIT-III (15 Hrs)

External Influences on Consumer Behaviour: Group behaviour: Meaning and Types of group, Influence of Reference Groups, group appeals, Family: Functions of family, Family Decision Making, Family Life Cycle, Culture: Values and Norms, Characteristics and Affect on Consumer Behaviour, Types of Sub Culture, Cross Cultural Consumer, Social Class: Categories, Measurement and Applications of Social Class

UNIT-IV (16 Hrs)

Consumer Decision Making Process: Personal Influence and Opinion Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion Leadership And Firm's Promotional Strategy, Diffusion of Innovations: Diffusion Process, Adoption Process, Profile of Consumer Innovator, Introduction to Consumer Decision Making: Levels, Decision Making Process- Pre Purchase, Purchase And Post Purchase Process, Models of Consumer Decision-Making

Note: Relevant Case Studies should be discussed in class.

Recommended Books

1. L G Schiffman and L L Kanuk, 'Consumer Behavior', Pearson Education
2. D Loudon and D. Bitta, 'Consumer Behaviour', Tata McGraw Hill
3. H Assael, 'Consumer Behaviour in Action', Cengage Learning
4. R.D. Blackwell, P.W. Miniard and J.F. Engel, 'Consumer Behaviour', Cengage Learning
5. S Batra and S Kazmi, 'Consumer Behaviour', Excel Books

SALES AND DISTRIBUTION MANAGEMENT

Subject Code: MBADD4-312

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

Duration: 60 Hrs

Course Objectives

The aim of this subject is:

1. To impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.
2. To provide customer centric approach to sales and distribution function.
3. To plan and implementation of effective sales strategy for organizations.
4. To understand role and responsibilities of sales manager.

Course Outcome

After completing of this course, students will be able to:

1. Learn the designing and implementation of distribution channel strategy.
2. Gain knowledge about various ranges of tools available for marketing communication.
3. Analyze and learning various distribution channels.

UNIT-I (12 Hrs)

Sales Management: Scope, Importance, Objectives, Selling Process, Personal Selling Objectives, Determining Sales Related Marketing Policies, Sales Organization Structures: Types of Sales Organization Structure, Relationship of Sales Department with other Departments, Distributive Network Relations.

UNIT-II (15 Hrs)

Sales Force Management: Recruiting and Selecting Sales Personnel, Training Sales Force Motivating Sales Personnel, Compensating Sales Personnel, Managing Expenses of Sales Personnel, Staff Meeting and Sales Contests, Controlling the Sales Force: Sales Budget, Sales Quotas, Sales Territories, Sales Control and Cost Analysis.

UNIT-III (18 Hrs)

Distribution Planning and Control: Functions of Intermediaries; Types and Role of Channel, Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement) Channel Strategy and Design; Selection of Channel Partner, Motivation, Control And Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian Context.

UNIT-IV (15 Hrs)

Distribution System and Logistics: Physical Distribution System – Objectives Present Need, Concept, Significance and Decision Areas; Customer Service Goals; Logistics Planning; An Overview of Transportation, Warehousing, Inventory Decisions, Reverse Logistics, Vendor Evaluation, Supplier Service Policy (SSP), Purchase Order Processing; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy; Role of IT in Distribution, Performance Measurement and Controls in Supply Chain Management

Relevant case studies related to the topics should be discussed.

Recommended Books

1. Cundiff, Govoni & Still, 'Sales Management', Prentice Hall India.
2. Mark W. Johnston & Greg W. Marshall, 'Sales Force Management', Tata McGraw-Hill
3. Gupta, S L, 'Sales and Distribution Management', Excel Books.
4. T.K. Panda and S. Sahadev, 'Sales and Distribution Management', Oxford University
5. K.K. Havaldar and V.M. Cavale, 'Sales and Distribution Management', Tata McGraw Hill.
6. S.A. Chunawalla, 'Sales and Distribution Management', Himalaya Publishing House.

RURAL MARKETING

Subject Code – MBADD4-313

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives

1. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
2. To familiarize with the special problems related to sales in rural markets.
3. To Train and explore the possibilities and potential of rural marketing.

Course Outcome

After completing of this course, students will be able to:

1. Learn to analyze marketing opportunities consumer trends and patterns for better development of marketing strategies.
2. Help understand the working of rural marketing institutions.
3. Understand environment scanning of rural marketing.
4. Decode Problems and constraints in rural marketing.

Unit I (15 Hrs)

Rural Marketing: Introduction, Concept, Nature, scope and Significance of Rural Marketing, Factors contributing to Growth of rural markets, Components and classification of Rural markets, Rural Market VS Urban Market.Environmental factors.

Unit II (15 Hrs)

Rural Consumers: Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets. Segmentation, Targeting & Positioning for rural market, Market forces, components of different Product Strategies

Unit III (15 Hrs)

Pricing strategy, pricing policies, innovative pricing methods for rural markets,
Promotion strategy, appropriate media, Profiling target audience Designing right promotion mix, promotional campaigns
Distribution Strategies for Rural Consumers, Selection of appropriate channels - New approaches to reach out rural markets – Electronic Choupal applications.

Unit IV (15 Hrs)

Agricultural Marketing: Concept, Nature and Types of Agriculture produce, concept and types of Agricultural Markets, Marketing channels, Methods of Sales, Market functions.
Issues in Rural Marketing: Rural Consumer behaviour, features, factors influencing, Lifestyle of rural consumer, FMCG sector in Rural India, concept and classification of consumer goods, Marketing Channels for FMCG.

Relevant case studies related to the topics should be discussed.

Recommended Books

1. Balaram Dogra &KarminderGhuman, Rural Marketing: Concept & Cases, Tata McGraw-Hill Publishing Company, New Delhi, 2008
2. A.K. Singh & S. Pandey,Rural Marketing: Indian Perspective, New Age International Publuishers, 2007
3. CSG Krishnamacharylu&Laitha Ramakrishna, - Rural Marketing, Pearson Education Asia, 2009
4. Philip Kotler, Marketing Management, Prentice - Hall India Ltd. New Delhi

ADVERTISING MANAGEMENT

Subject Code: MBADD4-314

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

Duration: 60 Hrs

Course Objective

The aim of this subject is:

1. To develop understanding about marketing communication tools and implement them in designing Advertisement strategies.
2. To help understand the working of rural marketing institutions.
3. Understanding how the role of manager impacts the success of advertising industry.

Course Outcome

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

1. Develop creative solutions through applying relevant advertising and marketing principles.
2. Provide an understanding of how consumers make decisions.
3. Develop creative solutions through applying relevant advertising and marketing principles.

UNIT-I (15 Hrs)

Meaning, Nature, Scope and Classification, Key Players in Advertising, Role of Advertising and its Importance, Surrogate Advertising, Puffery in Advertising, Advertising's Role in Marketing Mix, Integrated Marketing Communication, AIDA Model, Lavidge – Steiner Model of Communication, Setting Goals and Advertising Objectives, Concept of DAGMAR in Setting Objectives, Role of Advertising in India's Economic Development, Ethics in Advertising, Social, Economic and Legal Aspects of Advertising.

UNIT-II (15 Hrs)

How Advertising Works: Perception, Cognition, Affect, Association, Persuasion, Behaviour, Associating Feeling with Brands, Use of Research in Advertising Planning, Advertising Media; Industry Structure, Functions, Advantages, Disadvantages of Print, Television, Radio, Internet, Outdoor, Basic Concept of Media Planning, Media Selection, Media Scheduling Strategy, Setting Media Budgets.

UNIT- III (15 Hrs)

Planning and Managing Creative Strategies, Creative Approaches, Building Advertising Program: Message, Theme, Advertising Appeals, Art of Copywriting, Guidelines For Copywriting, Copywriting for Print, Audio, TV and Outdoor Media, Advertising Layout: How to Design And Produce Advertisements, Advertising Budget: Nature And Methods of Advertising Appropriation.

UNIT-IV (15 Hrs)

Measuring Advertising Effectiveness: Stages of Evaluations and Various Types of Testing-Pre and Post Testing, Advertising, Advertising Agencies: History, Role, Importance, Organizational Structure, Functions, Selection of Agency, Client Agency Relationship, Compensation Strategies.

Relevant Case Studies relevant to the topics should be discussed in class.

Recommended Books

1. G.E. Belch & Belch, 'Advertising and Promotion', Tata McGraw Hill.
2. W. Wells, J Burnet and S Moriarty, 'Advertising: Principles & Practice', Pearson Education
3. T O' Guinn, and C Allen, 'Advertising Management with Integrated Brand Promotion', Cengage Learning
4. D A Aaker, Myers and Batra, 'Advertising Management', Pearson Education
5. S. A. Chunawalla, 'Foundation of Advertisement Theory and Practices', Himalaya Publications

INDUSTRIAL MARKETING

Subject Code – MBADD4-315

L T P C

Duration – 60 Hrs

4 0 0 4

Course Objectives

The aim of this subject is:

1. To help the learner to distinguish between consumer marketing and industrial marketing.
2. To understand the nuances of industrial marketing.
3. To examine importance of industrial marketing on nation's economy.

Course Outcomes

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

1. Learn to formulate industrial marketing strategies and also design industrial marketing mix elements.
2. Learn to develop competent management professionals with strong ethical values and capable of assuming a pivotal role in various sectors of the Indian Economy.
3. Develop pro-active thinking to perform effectively in the dynamic social, economic and business eco-system.

Unit I (15 Hrs)

Introduction to Industrial Markets: Industrial Marketing System, Concepts and Characteristics, Types of Industrial Markets - Industrial goods demand and product characteristics market levels and product types, the industrial customer, buyer motives business and institutional buyers

Organisational Buying: Buying Roles, The Buy Grid Model, The Organizational Buying Decision Process, Buying Centers Value analysis & Vendor analysis.

Unit II (15 Hrs)

Industrial market segmentation, bases for segmenting industrial market-macro and micro variables. Targeting the industrial product, positioning the industrial product.

Industrial Product Decisions: Industrial Product Life Cycle –Industrial Product Mix determinants viz. technology – competition – operating capacity – shift in location of customers – government controls – changes in level of business activity

Unit III (15 Hrs)

The distribution channel component—Industrial distributors, Formulation of channel strategy-conditions influencing channel structure. Physical Distribution decisions, Channel Management,

Pricing for Industrial Products – Pricing Objectives - Price Decision Analysis – Breakeven analysis – Net pricing – Discount pricing – Trade discounts – Eographic pricing – factory pricing – freight allowance pricing – Terms of Sale – Outright purchase – Hire-purchase – Leasing.

Unit IV (15 Hrs)

Promotion for Industrial products – Supporting salesman – Motivating distributors – Stimulating primary demand – Sales appeal – Publicity & sponsorships – Trade shows – exhibits – Catalogs – Samples – Promotional letters – Promotional novelties

Relevant Case Studies relevant to the topics should be discussed in class.

Recommended Books

1. Hawaldar, K. Krishna, Industrial Marketing, Tata Mcgraw-Hill Publishing Company Limited, New Delhi, 2008
2. Milind T. Phadtare, Industrial Marketing, Prentice Hall of India Pvt. Ltd, New Delhi, 2008
3. Michael D HaultAndThomas W Speh, Industrial Marketing Management, The Dyden Press.
4. Peter M. Chisnall, Strategic Industrial Marketing; Prentice-Hall International
5. Robert R. Reeder, Briety&Betty H. Reeder, Industrial Marketing, Prentice Hall of India Pvt. Ltd, New Delhi, 2008

DIGITAL AND SOCIAL MEDIA MARKETING

Subject Code – MBADD4-316

L T P C

Duration –60 Hrs

4 0 0 4

Course Objectives

The aim of this subject is:

1. To provide students with the knowledge about business advantages of the digital marketing and its importance for marketing success.
2. To develop a digital marketing plan.
3. To explore and develop social media marketing initiatives that are designed to meet business objectives.

Course Outcomes

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

1. Identify the importance of the digital marketing for marketing success.
2. Manage customer relationships across all digital channels and build better customer relationships.
3. Create a digital marketing plan.

Unit I (15 Hrs)

Digital Marketing: Introduction and Evolution of digital marketing- advantages of digital medium over other media, Impact of internet on consumer buying behaviour. Ethical and Legal Issues in the field of digital marketing. Creating initial Digital Marketing Plan; SWOT Analysis; Target Group Analysis;

Unit II (15 Hrs)

Optimization of Web Sites; MS Expression; CRM platform; Budgeting. Ecommerce, -PPC and Online Advertising

Search Engine Optimisation (SEO): Introduction, understanding search engines; basics of keyword research; On-page and off-page Search Engine Optimisation

Unit III (15 Hrs)

Search Engine Marketing (SEM): Introduction to SEM; Google adwords; keywords; bidding and budget; quality score; creating and optimising campaign. Google Analytics; Content marketing; Affiliate marketing; Email marketing; Mobile marketing

Unit IV (15 Hrs)

Social Media Marketing: Introduction, meaning; approach to social media; types of social media websites; blogging; social media engagement, using social media for branding and promotion. Marketing on Facebook, LinkedIn, Youtube, Instagram, Pinterest

Recommended Books

1. Seema Gupta, 'Digital Marketing' Tata Mcgraw Hill Publication 2017
2. Charlesworth A., Internet Marketing: A Practical Approach, BH Publications.
3. Chaffey Dave, Internet Marketing: Strategy, Implementation and Practice, Pearson Education.
4. Parkin Godfrey, Digital Marketing: Strategies for Online Success, New Holland Publishers.

SUPPLY CHAIN AND LOGISTICS MANAGEMENT

Subject Code – MBADD5-311

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objective

The aim of this course is:

1. To study primary differences between logistics and supply chain management.
2. To study management components of supply chain management
3. To study tools and techniques useful in implementing supply chain management
4. To make student aware of sources of competitive advantage for firms in recent times

Course Outcome

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

1. Understand role in an organization and in integrating firms in a supply chain.
2. Learn various practices in SCM & logistics that distinguish successful companies from others.
3. Measure & assess various facets of supply chain performance.
4. Understand the challenges in SCM and its competitive advantages.

UNIT-I (15 Hrs)

Supply Chain Management: Introduction, Objectives, Defining Value Chain, Organisation level, Introduction to Supply chain strategy-Demand forecasting Sourcing decisions-Inventory management-Risk management-Packaging-Warehousing

UNIT-II (15 Hrs)

Facility location and network design-Distribution management, Supply Chain Relationships, Building a long-term relationship with vendors, Supplier relationship management (SRM), Transportation System, Different Modes of Transportation, Freight Management.

UNIT-III (15 Hrs)

Logistics: Introduction, Objectives, Concept of Logistics, Types of logistics, Evolution of Logistics, Role of Logistics in an Economy, Difference between Logistics and Supply Chain Management, fundamentals and planning Green logistics, Reverse logistics, Supply chain sustainability

UNIT-IV (15 Hrs)

Concept of Integrated Logistics, Inventory flow, Information flow, Operational Objectives of Integrated Logistics, Barriers to Integration, Organisation structure, Measurement system, Inventory ownership, Information technology, Logistical Performance Cycle.

Note: Relevant Case Studies should be discussed in class

Recommended Books

1. K. Shridhara Bhat “Logistics and Supply Chain Management”, Himalaya Publishing house, 2016
2. ‘Logistics and Supply Chain Management’ Springer International Publication.
3. R. Chase, R. Shankar, Jacob “Operations and Supply chain management” 2018, Mc-GrawHill.

OPERATIONS STRATEGY

Subject Code –MBADD5-312

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

Duration: 60 Hrs

Course Objective

The aim of this course is:

1. To create understanding among students for concepts, process, techniques of product and brand management
2. To gain a competitive advantage in the delivery of products (both goods and services) to customers
3. To organize and acquire resources to deliver its portfolio of products to customers
4. To examine how manufacturing and operations can be used as sources of competitive advantage

Course Outcome

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

1. Understand a conceptual framework for the linkage between how a firm manages its supply
2. Matches the supply with firm's resulting demand
3. Understand how supply chain design considerations should interact with many other organizational functions.
4. Implement operations strategy by building on the concepts of reengineering and process design

UNIT-I (15 Hrs)

Need for Operations Strategy, Impact of globalization on Operations Management, The Marketing link in the Operations Strategy -Role in competitive advantage, time-based competitiveness and other criteria of success. The sandcone model.

UNIT-II (15 Hrs)

Process of designing, analysing and implementing operations' strategies, Strategic management of transformation processes and flow strategies, Strategic choices in layout and capacity planning. Managing innovations and new product and process development strategies

UNIT-III (15 Hrs)

Operations Improvement Strategies, Breakthrough vs continuous, The Direct, Develop and Deploy strategies and the market strategy, Bohn's stages of process matrix, Measures of performance. Process of Operations strategy, sustainable alignment, Methodology of operations strategy formulation

UNIT-IV (15 Hrs)

The process of operations strategy formulation, The strategic, organizational. methodological, delivery and operational context. Integrated Management Systems, Leveraging IT for strategic management of Operations.

Relevant Case Studies should be discussed in class

Recommended Books

1. Brown, S., Lamming, R., Bessant, J., & Jones, P. (2001). Strategic operations management. New Delhi: Butterworth Heinemann.
2. Christensen, C. M., & Rayner, M. E. (2003). The innovator's solution. Boston: Harvard Business School Press.
3. Finch, Byron. (2007). Operations now. (special ed.). McGraw Hill. New Delhi
4. Hill, T. (1998). Manufacturing strategy (2nded.). Palgrave MacMillan, London
5. Lowson, R. H. (2002). Strategic operations management. Routledge, London

OPERATIONS RESEARCH APPLICATIONS

Subject Code –MBADD5-313

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives

The aim of this subject is:

1. To understand various research techniques used in operations management are discussed for the attainment of accurate and valid results.
2. To learn the operations research methodologies in manufacturing and information systems
3. To give knowledge about operations research techniques to solve the real problems.
4. To develop insight about determining the best choice using among available alternate resources.

Course Outcome

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

1. Learn operation research course and get desired result statistically and by using research techniques.
2. Integrate the knowledge domains of the engineering and management
3. Analyze techniques and Information technology will be used to solve problems facing business managers in decision environments.
4. Apply operations research techniques to solve the real problems

UNIT-I (15 Hrs)

Nature and development of operation research, tools of operation research, application of operation research to industrial problems, Decision-making under certainty, uncertainty and risk situations, Branch and bound method scheduling system-single machine.

UNIT-II (15 Hrs)

Formulation of linear programming models and its concept, dual linear programming, application of simplex technique to industrial problem. transportation problems; methods for obtaining optimal solution. Flow shop, job shop-vehicle routing problems.

UNIT-III (15 Hrs)

Queuing systems and concepts: Introduction and scope of game problems in, Mini-max criterion and optimal strategy, resources constrained project scheduling- Bin packing- portfolio optimization, CPM/PERT and solution of simple problems. Two-stage supply chain distribution problem,

UNIT-IV (15 Hrs)

Staff transfers Problem – Two stage supply chain distribution problem, Review of Basic Operations Research tools, future of operations research applications.

Relevant Case Studies should be discussed in class

Recommended Books

1. R. Panneerselvam - Operations Research 2nd Edn, Prentice Hall of India
2. 2. Sharma J K - Operations Research 3rd Edn. Pearson Education.
3. TahaHamdy - Operations Research - An Introduction, 9th Edn. Prentice-Hall,

PRICING AND REVENUE MANAGEMENT

Subject Code –MBADD5-314

L T P C

Duration – 60 Hrs

4 0 0 4

Course Objectives

The aim of this course is:

1. To cover the topic related to price on products and the revenue management for the better management of all the operations.
2. To study how to manage production capacity, resources and product availability policies.
3. To introduce the practice of revenue management and pricing
4. To emphasis on discussing models and their implementations

Course Outcome

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

1. Apply customer value-based pricing.
2. Use, identify and develop opportunities for revenue optimization in different business.
3. Do independent research.
4. Examine pricing strategies for goods and services in different market settings and for different customers

UNIT-I (15 Hrs)

Price Optimization-Pricing Decision-Price Response with Competition-Price Differentiation and Productivity concepts – Macro and Micro factors of productivity, productivity benefit model, factors influencing pricing, general pricing approaches; pricing decisions and strategies, Price Response with Competition

UNIT-II (15Hrs)

Introduction to Variable Pricing-Simulation Games, Scenario 2-Dynamic Pricing, Techniques of Work Measurement including Estimating, Stopwatch Time Study, International Pricing Policy, Online pricing strategies

UNIT-III (15 Hrs)

Revenue Management, Capacity Allocation Network Management, Pricing Research, Role of IT in Pricing and Revenue Management, Capacity Allocation Network Management, Demand Forecasting-Bid Price Approach-Customized Pricing, Pricing and Revenue Management for Bulk and Spot Contracts.

UNIT-IV (15 Hrs)

Revenue Management: Role of Pricing and Revenue Management in a Supply Chain; Pricing and Revenue Management for Multiple Customer Segments; Pricing and Revenue Management for Perishable Assets; Pricing and Revenue Management for Seasonal Demand.

Relevant Case Studies should be discussed in class

Recommended Books

1. Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies, McGraw-Hill/Irwin, New York, 2003.
2. David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi, McGraw-Hill/Irwin, New York, 2003.
3. Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India, 2002.

SUPPLY CHAIN ANALYTICS

Subject Code –MBADD5-315

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives

The main aim of this subject is:

1. Supply chain analytics will provide the detailed overview of various tools for taking supply related decision and an effective outcome.
2. Understand the importance of the basics of Supply Chain Analytics
3. To study the level of uncertainty associated with the supply of products and services to targeted customer
4. How to develop supply chain strategies and logistical capabilities that serve the needs of their customers

Course Outcomes

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

1. Understand various analytic factors for supply chain decisions.
2. Focus on the huge opportunity that exists in their analytics.
3. Use the analytics part in an effective manner to increase the profitability.
4. Make the student familiar with the logistic system used in corporate world.

UNIT-I (15 Hrs)

Problem-driven to Data-driven supply chains. Big data in supply chain. Analytics techniques in SCM: Descriptive, Predictive and Prescriptive. Analytics in demand planning: Capturing demand data from different sources, Demand prediction models. Price optimization.

UNIT-II (15 Hrs)

Analytics in sourcing and procurement: In-house or outsource, Logistics and transportation (Inbound), Supply chain contracts Analytics in sales and operations planning: Differentiated service level to different products and customers, Location of plants, Product line mix at plants, Production planning and scheduling.

UNIT-III (15 Hrs)

Analytics in distribution: Location of distribution centre, Transportation and distribution planning (Outbound), Inventory policies/order fulfilment at locations, Vehicle routing for deliveries

UNIT-IV (15 Hrs)

Analytics in reverse logistics in traditional and e-commerce firms: Location of return centres, Reverse distribution plan, Vehicle routing for returns collection, Analytics in supply chain carbon footprint.

Relevant Case Studies should be discussed in class

Recommended Books

1. Blokdyk, G. (2018). Supply Chain Big Data Analytics, 2nd Edn.
2. Chan, H.K, Subramanian, N., and Abdulrahman, M.D.A. (2017). Supply Chain Management in the Big Data Era. IGI Global.
3. Raman, A & Fisher, M., How Analytics Are Transforming the Supply Chain and Improving Performance, HBS Press, 2010.
4. Feigin, G. (2012). Supply Chain Planning and Analytics. Business Expert Press, LLC, New York.
5. Plenert, G.J. (2014). Supply Chain Optimization through Segmentation and Analytics. Boca Raton: CRC Press.
6. Awad and Ghaziri, Knowledge Management, Prentice Hall of India

BEHAVIOURAL OPERATIONS MANAGEMENT

Subject Code –MBADD5-316

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives

The aim of this subject is:

1. To create exposure to the students to apply operations research tools in various environments.
2. To provide more insights on dynamic program.
3. To investigate new developments around behavioural components
4. To study relevant behavioural issues and their applications to the existing Operations Management

Course Outcome

After Completion of this course, students will be able to:

1. Understand make use of operations research tools in the field of operations scheduling and supply chain distributions
2. Analyse the human behaviour in context of operations management
3. Insights the essentials for the supply chain management and group behaviour
4. Enhance the decision-making ability by using simulation games.

UNIT-I (15 Hrs)

Introduction of Behavioural Operations—scope –process and perception – managing and mismanaging process constraints and variability, The role of human behaviour in scheduling, process control.

UNIT-II (15 Hrs)

Dynamic pricing in revenue management, envisioning motivation and performance in work design—how to game the system that’s designed to game you back, envisioning motivation and performance in work design, service design and its behavioural implications

UNIT-III (15 Hrs)

Inter—temporal choices in project based organizations, impulsiveness and emotions, understanding risk sharing contracts from the supplier’s perspective— group behaviour and insights into simulating real—world dynamics

UNIT-IV (15 Hrs)

Competitive supply chain dynamics, behaviour assessment test on conflict management—kicking the mean habit—A chain of hands, behaviour and decision making revealed in business simulation games, behavioural operations in practice and future work

Relevant Case Studies should be discussed in class

Recommended Books

1. Elliot Bendoly, Wout Van Wezel, and Daniel G. Bachrach, The Handbook of Behavioral Operations Management, Oxford University Press.
2. Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Ritzman, Operations Management: Processes and Supply Chains, 11th Edition, Pearson Publication.
3. R. Dan Reid, and Nada R. Sanders, Operations Management, Binder Ready Version: An integrated Approach, 6th Edition, Wiley Binder Version
4. Jones, Nigel Slack, and Robert Johnston, Pearson Publication, Operations Management, 8th Edition, Alistair Brandon.