

Third Semester

19MBA 31

Management Accounting and Control Systems

Module 1

06 Hours

Basic Concepts - Goals and Strategic Key Variables in Management Control Systems - Management by Objectives- Management Control - Operational Control - Task Control. Concept of Cost Centers, Profit Centers and Investment Centers- Sources for Cost Information, Cost Units- Classification of Costs- Cost Analysis for Management Decision Making

Module 2

09 Hours

Determining Product Costs - Cost Elements for Product Costing - Accounting for Factory Overheads - Principles of Allocation and Absorption - Determining Product Costs - Mechanics of Ascertaining Product Costs under Job Order Costing and Process Costing (*Does not include equivalent production and by-products*)

Module 3

09 Hours

Cost-Volume-Profit (CVP) Relationship & Variable Costing - Profit Planning- Behavior of Expenses in Relation to Volume - CVP Model- Sensitivity Analysis of CVP Model for Changes in Underlying Parameters - Assumptions of the CVP Model- Utility of the Model in Management Decision Making. Concept of Variable (Marginal) Costing- Comparison between Variable Costing - Advantage of Variable Costing - Decisions Involving Alternative Choices - Cost Analysis for Decision Making - Discontinuing a Product, Accepting a Special Order- Make or Buy- Sell or Process Further- Product Mix.

Module 4

09 Hours

Pricing Policies, Budgeting and Budgetary Control - Objectives of Pricing Policies - Marginal Analysis and Pricing - Full Cost Pricing- ROI Pricing - Contribution Approach to Pricing - Concepts of Transfer Pricing. (Only Theory). Budgeting as a Tool of Management Control-Steps in Budget Preparation-Functional Budget (Simple Problems on Sales, Production, Cash, Material and Flexible Budgets. (Does not include Master Budget)

Module 5

06 Hours

Standard Costing and Variance Analysis & Cost Control and Cost Reduction - Need for Setting Standards- Development of Standards for Material and Labor Costs - Variance Analysis -Breakup of Material and Labor Cost Variances - Analyzing Overhead Variance. Introduction to Cost Control- Cost Reduction - Fields Covered by Cost Reduction - Tools and Techniques for Cost Reduction- Cost Audit- Scope of Cost Audit - Types, Advantages and Limitations.

Required Texts:

1. Khan & Jain, *Management Accounting*, 5/E, TMH, 2003.
2. Khan & Jain, *Cost Accounting*, 5/E, TMH, 2011.

3. Lynch & Williamson: *Accounting for Management, Planning & Control*, TMH.

Supplementary Texts:

1. Jawaharlal, *Cost Accounting*, 3/E, TMH, 2003.
2. Horngren, Charles T., *Introduction to Management Accounting*, 11th Edition, Pearson/PHI. 2003.
3. Pearson/PHI. 2003.
4. Atkinson, *Management Accounting*, 3rd Edition, Pearson / PHI.
5. Bhat, Sudhindra, *Management Accounting*, Excel Books.
6. Bhattacharya, *Cost Accounting: Principles and Practice*, PHI, 2004.
7. Tulsian, P C., *Practical Costing*, 1/E, Vikas, 2004.
8. Arora, M.N., *Cost Accounting*, 7/E, Vikas, 2004.
9. Sharma, Sashi, and K Gupta, *Management Accounting*, Kalyani Pub.

19MBAGE 301
Service Management

Module 1

08 Hours

Understanding Services -The Service Economy -Service Definitions - Facilitating Role of Services in an Economy - Nature of the Service Sector - The 21st Century Career- The Experience Economy - Consumer Service Experience- Business Service Experience - Sources of Service Sector Growth - Distinctive Characteristics of Service Operations - The Service Package - Grouping Services by Delivery Process - Open-Systems View of Service Operations Management

The Strategic Service Vision - Understanding the Competitive Environment of Services – Competitive Service Strategies-Strategic Analysis - Porter’s Five Forces Analysis -SWOT Analysis - Winning Customers in the Marketplace - Sustainability in Services - Triple Bottom Line (TBL) - The Competitive Role of Information in Services - The Virtual Value Chain -Limits in the Use of Information -Using Information to Categorize Customers - Stages in Service Firm Competitiveness

Module 2

08 Hours

Designing the Service Enterprise -New Service Development -Innovation in Services -New Service Development -Service Design Elements -Strategic Positioning through Process Structure -Service Blueprinting -Taxonomy for Service Process Design -Generic Approaches to Service System Design - Intellectual Property

The Service Encounter -Technology in the Service Encounter -The Emergence of Self-Service -The Service Encounter Triad-The Service Organization -Contact Personnel -The Customer - Creating a Customer Service Orientation

Employees’ Role in Service Delivery- The Critical Importance of Service Employees: Boundary Spanning Roles- Service Profit Chain

Module 3

08 Hours

Customer Expectation- Meaning and Types of Services Expectations: Factors that Influence Customer Expectation, Model of Customer Expectations, Current Issues Involving Customer Expectations

Customer Perception- Customer Satisfaction, Strategies for Influencing Customer Perceptions
Service Quality -Defining Service Quality - Underlining Principles of Service Quality, Search, Experience and Credence Qualities- Measuring Service Quality -*SERVQUAL* -Quality Service by Design
Service Recovery - Customer Feedback and Service Recovery- Principles of Effective Service Recovery System- Service Guarantee.

Module 4

09 Hours

Supporting Facility and Process Flows -Environmental Psychology and Orientation- Servicescapes
Facility Design -Process Analysis -**Facility Layout**- Product Layout and the Work Allocation Problem
Process Improvement -Quality and Productivity Improvement- Quality Tools for Analysis and Problem Solving - Benchmarking - Improvement Programs
Service Facility Location - Strategic Location Considerations- Impact of the Internet on Service Location- **Managing Capacity and Demand** -Generic Strategies of Level Capacity or Chase Demand -Strategies for Managing Demand -Strategies for Managing Capacity
Yield Management - **Managing Waiting Lines** -The Economics of Waiting -Queuing Systems - Strategies for Managing Customer Waiting -Essential Features of Queuing Systems

Module 5

06 Hours

Managing Service Operations -Service Supply Relationships
Supply Chain Management -Service Supply Relationships -Managing Service Relationships - Social Media in Services -Professional Service Firms -Outsourcing Services- Managerial Considerations with Service Outsourcing
Relationship Marketing: Customer Profitability Segment, Levels of Relationship - Four Levels of Retention Strategies
Globalization of Services - Domestic Growth and Expansion- Strategies - Franchising - Globalization of Services –Generic International Strategies – The nature of the Borderless World - Planning Transnational Operations - Global Service Strategies

Reference Books:

1. James A. Fitzsimmons and Mona J. Fitzsimmons, *Service Management: Operations, Strategy, Information Technology*, McGraw Hill, 7th Edition, 2014
2. Zeithmal Valarie A & Mary Jo Bitner, *Services Marketing*, TMH, 5th Edition, 2011
3. Robert Johnston, Graham Clark, *Service Operations Management*, Pearson Education, 2nd Edition, 2005.
4. Bill Hollins and Sadie Shinkins, *Managing Service Operations*, Sage, 2006.
5. J.Nevan Wright and Peter Race, *The Management of Service Operations*, Thomson, 2nd Edition, 2004.
6. Metters, King-Metters, Pullman and Walton, *Successful Service Operations Management*, Thomson Learning, 2006.

19MBAGE 302
Business Analytics

Module 1: Big Data Management

07 Hours

Introduction to Big Data: Characteristics, Evolution, Challenges, Opportunities. Developing a Big Data Strategy: Domains and Industries that will use Big Data., Some sample Scenarios. Portfolio & Objectives. Approaches: Cost/Consolidation/New Product/New Service., Manpower Issues., Enabling Technologies for Big Data: Big Data Stack, BDMS

Module 2: Decision Models

08 Hours

Introduction to data warehousing OLAP and OLTP - Dashboards and reporting - Master data management. Data for Analytics - Decision models - Descriptive, Predictive, Prescriptive. Introduction to Artificial Intelligence (AI). AI problems. AI techniques. IBM Bluemix platform: Visual Recognition, Social Media Data Analysis, Sentiment Analysis, Corpus Linguistics: Machine translation

Module 3 (Theory and Lab) : Descriptive Analytics using R

08 Hours

Installing R Importing data and text files, Excel (.csv) files, from other statistical software packages, from databases, and from the web, viewing data.

Introduction to base graphics in R, different plot types, adding details to plots, managing visual complexity, creating plot arrays. The ggplot2 package

Module 4: (Theory and Lab) Predictive prescriptive Analysis using

08 Hours

Hypothesis Testing, Data cleaning, Analytics Trend Lines, Regression Analysis - Linear & Multiple, Forecasting Techniques, Logistic Regression, Time Series Analysis, Association, Clustering, Big data analytics, Introduction to association mining techniques, introduction to Market Basket Analysis, Prescriptive analytics - Linear Optimization

Module 5: (Theory and Lab) Python programming and Spreadsheet Analytics 08 Hours

Introduction to Python programming, Installation and Working with Python, Understanding Python variables, Python basic operators, Understanding Python blocks.

HR Analytics using Advanced Excel, Marketing Analytics. Application of spreadsheet analytics, Frequency tables and Cross-tabulation.

Note: Type of Question Paper for SEE: Objective type (Online)

Suggested Readings:

1. Discovering Knowledge in Data: An Introduction to Data Mining, Daniel T. Larose & Chantal D. Larose, Wiley, Second Edition.
2. Business Analytics, Global Edition, James R. Evans, Pearson Education Limited.
3. Business Analytics: An application focus, Purba Halady Rao, PHI Learning Pvt. Ltd.
4. Business Analytics: The science of Data-Driven Decision Making., U Dinesh Kumar, Wiley
5. Big Data Analytics: Seema Acharya, Wiley, First Edition

Marketing Management Specialization

19MBAMM 311

Consumer Behaviour

Module 1: Introduction to Consumer Behavior

03 Hours

Introduction to Consumer Behavior - Importance of Consumer Behavior - Ethics of Marketing - The Consumer Movement - Ethics and the Corporate Environment - Consumer Research

Module 2: Psychological factors and Consumer Behavior

14 Hours

a) **The Consumer Motivation** - Needs, Goals, Positive and Negative Motivation Rational Verses Emotional Motives: The Dynamic Nature of Motivation: Arousal of Motives: Types and Systems of Needs: The Measurement of Motives: Motivational Research

b) **Personality and Consumer Behavior** - Meaning and Nature of Personality - Theories of Personality- Freudian Theory - Jungian Personality Types - Neo-Freudian Personality Theory - Trait Theory-Consumer Innovativeness and Related Personality Traits - Consumer Ethnocentrism - Self and Self-Image.

c) **Consumer Perception-Perception** - Sensation - The Absolute Threshold - The Differential Threshold - Subliminal Perception - Perceptual Process - Consumer Imagery - Product and Service Images, Perceived Price, Perceived Quality, Retail Store Image Manufacturer's Image, Brand Image - Perceived Risk

Module 3: Consumer Learning and Attitude Development

10 Hours

a) **Learning and Consumer Involvement** - Learning Theories-Behavioral Learning Theories - Classical Conditions, Instrumental Conditions - Cognitive Learning Theory - Information Processing - Involvement Theory; Brand Loyalty - Development Brand Loyalty, Brand Equity

b) Attitudes and Consumer Behavior

Meaning and Nature of Consumer Attitudes - Models of Attitude formation - Attitude Change - Strategies - Cognitive Dissonance Theory - Attribution Theory

Module 4: Consumer in their Social Settings

05 Hours

Group Dynamics - Types of Group Consumer - Relevant Groups- Reference Groups - What is a Reference Group - Factors that Affect Reference Group Influence - The Family and its influence on buying behavior - Family Decision Making - Family Roles - Role of Husband-Wife-Children in Decision Making - Social Class and Consumer behavior

Culture and Subculture and their impact on buying behavior

Module 5: The Consumer Decision Making Process & CRM

07 Hours

a) Decision Making Process- Personal Influence and the Opinion Leadership Process - Opinion Leadership- Dynamics of the Opinion Leadership Process - Diffusion of Innovations - The Diffusion Process- The Adoption Process - Stages in The Adoption Process -The Innovation Decision Process - Consumer Decision Making: - Levels of Consumer Decision Making,

b) Customer Relationship Management

Meaning, CRM cycle, Capture customer data and manage it. Identifying the best customers, data mining, segmentation, Leverage customer information, Retaining loyal customers, improving customer service.

Reference Books:

1. Leon Schiffman & Leslie L.Kanuk, *Consumer Behavior* 8th Edition, Prentice Hall of India Publication, 2003.
2. Hawkins, Del, et.al, *Consumer Behavior- Building Marketing Strategy* 9th Edition, Tata Mcgraw Hill Publishing Co.Ltd, 2005.
3. Miniard, Blackwell R. D., and James Engel, *Consumer Behavior* 9th Edition, Vikas Publishing House.
4. Batra, Satsih and S.H.H.Kazmi, *Consumer Behavior- Text and Cases*, Excel Books.
5. David, Loudon L. and Albert Bitta, *Consumer Behavior* 4th Edition, Mcgraw Hill International Edition-, Singapore, 1999

19MBAMM 312

Integrated Marketing Communications and Media Management

Module 1

08 Hours

An Introduction to Integrated Marketing Communications-The Growth of Advertising and Promotion - The Evolution of IMC--Reasons for the Growing Importance of IMC - IMC Involves Audience Contacts - The IMC Planning Process-The Promotional Mix: The Tools for IMC-**Advertising** - Purpose- Functions-Type-Need & Benefits- **Direct Marketing** - The Growth of Direct Marketing - The Role of Direct Marketing in the IMC Program-Developing a Database-Direct-Marketing Strategies and Media

Sales Promotion - The Scope and Role of Sales Promotion -The Growth of Sales Promotion-Reasons for the Increase in Sales Promotion-Consumer-Oriented Sales Promotion Techniques -Trade-Oriented Sales Promotion-Types of Trade-Oriented Promotions-**Public Relations, Publicity, and Corporate Advertising**-Public Relations-The Traditional Definition of PR-The New Role of PR-Integrating PR into the Promotional Mix-Marketing Public Relations Functions-Publicity-The Power of Publicity-Corporate Advertising-Objectives of Corporate Advertising-Types of Corporate Advertising

Module 2

08 Hours

Organizing for Advertising and Promotion: The Role of Ad Agencies -Participants in the Integrated Marketing Communications Process -Organizing for Advertising and Promotion in the Firm: The Clients' Role-In-House Agencies-The Ad Agency's Role-Types of Ad Agencies-Other Types of Agencies and Services-Agency Compensation-Evaluating Agencies-Gaining and Losing Clients-Specialized Services-Integrated Marketing Communications Services-Pros and Cons of Integrated Services-Responsibility for IMC: Agency versus Client

Communication Mix-Source, Message, and Channel Factors-Promotional Planning through the Persuasion Matrix-Source Factors-Message Factors- Message Structure-Message Appeals-Channel Factors-Personal versus Non-personal Channels-Effects of Alternative Mass Media-Effects of Context and Environment-Clutter

Objectives and Budgeting for Integrated Marketing Communications

Programs-The Value of Objectives-Determining Promotional Objectives-Marketing versus Communications Objectives-Sales versus Communications Objectives-DAGMAR:An Approach to Setting Objectives-Setting Objectives for the IMC Program-Establishing and Allocating the Promotional Budget- -Budgeting Approaches-Allocating the Budget

Module 3

12 Hours

Creative Planning- Creative Strategy: Planning and Development-The Importance of Creativity in Advertising- Advertising Creativity -Planning Creative Strategy-The Creative Challengee-Taking Creative Risks-Creative Personnel-The Creative Process -Account Planning- Inputs to the Creative Process-Creative Strategy Development-Advertising Campaigns-Copy Platform-The Search for the Major Selling Idea- **Creative Strategy: Implementation and Evaluation**- Appeals and Execution Styles- Advertising Appeals-Advertising Execution-Creative Tactics-Creative Tactics for Print Advertising-Creative Tactics for Television-Client Evaluation and Approval of Creative Work-Guidelines for Evaluating Creative Output

Media Management: Strategy-Media Planning- An Overview of Media Planning-Some Basic Terms and Concepts-The Media Plan-Problems in Media Planning-Developing the Media Plan-Market Analysis and Target Market Identification-Establishing Media Objectives-Developing and Implementing Media Strategies-The Media Mix-Target Market Coverage-Geographic Coverage-Scheduling-Reach versus Frequency-Creative Aspects and Mood-Flexibility-Budget Considerations-Evaluation and Follow-Up-Characteristics of Media

Module 4

06 Hours

Media Selection: Broadcast ("Electronic")-Evaluation of Broadcast Media- Television- Buying Television Time- Network versus Spot- Methods of Buying Time-Selecting Time Periods and Programs-Cable Television- Measuring the TV Audience- **Radio**- Buying Radio Time-Time Classifications-Audience Information

Media Selection: Print- Evaluation of Print Media

The Role of Magazines and Newspapers-**Magazines**-Classifications of Magazines- Magazine Circulation and Readership-Audience Information and Research for Magazines-Purchasing Magazine Advertising Space-The Future for Magazines-Newspapers- Types of Newspapers- Types of Newspaper Advertising- The Newspaper Audience-Purchasing Newspaper Space-Newspaper Rates-The Future for Newspapers

Module 5

05 Hours

Media Selection: Supplemental Media- Support Media

The Scope of the Support Media Industry-Traditional Support Media-Outdoor Advertising-Alternative Out-of-Home Media-In-Store Media-Miscellaneous Outdoor Media-Transit Advertising-Measurement in Out-of-Home Media- Promotional Products Marketing -Measurement in Promotional Products Marketing-Yellow Pages Advertising-Other Traditional Support Media-Advertising in Movie Theatres-In-Flight Advertising-Non-traditional Support Media-Branded Entertainment-Miscellaneous Other Media

Measuring Advertising Effectiveness-Monitoring, Evaluating, Control-Effectiveness of Advertising Methods Used for Evaluating

Reference Books:

1. Belch and Belch, *Advertising and Promotions IMC Perspectives*, 9th Edition, Tata Mc Graw Hill.
2. Kenneth, E Clow, *Integrated Advertising Promotion & Marketing*, PHI.
3. Chunawalla, *Foundation of Advertising Theory and Practices*, Himalaya Publications.
4. Guinn, O, and Allen Semenik, *Advertising and Integrated Brand Promotions*, Thomson.
5. Semenik, Richard J., *Promotion & IMC*, Thomson.
6. Batra, Rajeev, *Advertising Management*, PHI.

19MBAMM 313 Industrial Marketing

Module 1

04 Hours

Dimensions of Industrial Marketing: Industrial Marketing Vs. Consumer Marketing, Economics of Industrial demand, The resellers market, Understanding Industrial Markets- types, classifying products, The Industrial Marketing environment

Module 2**05 Hours**

Organizational Buying and Buyer Behavior: The Nature of the industrial buying- Inter personal dynamics of industrial buying behavior

Module 3**10 Hours**

Strategy formulation in Industrial Markets: The Strategic planning process in industrial marketing, Assessing Market opportunities- Standard Industrial Classification of industrial products-Target marketing and positioning- CRM in B2B - Formulating Product Planning - Developing Product Strategy- Service Strategy:

Module 4**10 Hours**

Formulating Channel Strategy: Industrial distributors- Channel logistics - Type of channel partners - Pricing Strategies-Price determinants- Customer, Competition and Costs-Price decision analysis

Module 5**10 Hours**

The Promotional Strategies: Advertising Policies and budgetary support-Evaluation of advertising Planning, Organizing, Staffing and Controlling of Sales Function -Managing industrial sales force Planning for sales force development- Personal selling- E-Commerce strategies

Reference Books:

1. Robert R. Reeder & Reeder Industrial Marketing,– PHI Edition, New Delhi 2nd Edition 2004
2. Michael D. Hutt, Thomas W. Spch , Business Marketing Management, - Thomson 8/e, 2004
3. Mathur U.C., Business to Business Marketing, New Age International Publisher, Delhi, 2008
4. Prof. P.K.Ghosh Industrial Marketing, Oxford 1st Edition 2006

19MBAMM 314**Sales and Retail Management****Module 1: Introduction to Sales Management, Selling Skills & Selling Strategies**

Describe major changes taking place in selling and the forces causing these changes, Understand sales management and the relevance of the process. Competencies required to be an successful manager.

This module also discusses Selling and Business Styles in different situations and also briefs on how sales presentations should be and skills to handle customer objections and how important follow up actions are considered to be.

Module 2: Management of Sales Territory & Sales Quota, Estimating Potentials and forecasting sales: The process of marking a sales territory, designing a sales territory will be detailed. Quota and

sales quotas and how are these set. The importance of forecasting and estimating potentials of different territories.

Module 3: Sales force Motivation and Compensation Along with process of recruiting, selecting and training the work force: The module also includes Sales force motivation process, factors that motivate the sales force and the overall importance of motivation to an organization will be discussed. Along with compensation and different plans and the intricacies of evaluation of Sales Force by Performance and Appraisal Process

Module 4: Introduction to Retail Management & Retail Market Segmentation: This module realizes the characteristics of retailing and the current scenario in Indian context . This will also throw light on areas of retail location choosing and how the layout plans are given a shape and discussed about the different career choices available in retailing

The importance of market segmentation and criteria's to effective segmentation will be discussed along with detailing of different dimensions of segmentation and making of customer profiles across lines.

Module 5: Retailing Channels & Relationship Marketing in Retailing: This module discusses in detail Products and Merchandise Management, structure and nature of different channels. Criteria's that base the careful selection of suppliers, choice of using different channels are elucidated. This module also briefs on the process of product movement and know how's of the store management. Retail pricing strategies, promotion strategies and the phenomenon of publicity creation and preparation towards the same are discussed briefly.

Introduction to relationship marketing and significance of managing the same with different strategies will be taught in the last module. We will also touch base on certain concepts of retail research, retail audits, pilferage threats and handling those pilferages. The rise and importance of technology and tech based solutions in retailing will debated on to draw curtains to the course

Required Texts:

1. Gupta,S.L., Sales & Distribution Management: An Indian Perspective, Excel Books , 2/e
2. Pradhan Swapna, Retailing Management, text and cases Tata McGraw Hill, 4/e.

Supplementary Texts:

1. William E Cron, Thomas E. Decarlo, Sales Management, Wiley, 10/e
2. David Jobber, Geoff Lancaster, Selling and Sales Management, Prentice Hall.
3. Levy, Weitz, Pandit, Retailing Management, Tata McGraw Hill, 6/e
4. Bajaj, Tuli, Srivastava, Retail Management, Oxford Higher Education.
5. Varley,Rosemary, and Mohammed Rafiq, Retail Management, Palgrave Macmillan

Financial Management Specialization

19MBAFM 321

Advanced Financial Management

Module 1

08 Hours

Working Capital Management: Determination of level of Current Assets, Sources for Financing Working Capital - New trends in financing of working capital by banks - Daheija Committee, Tondon Committee, Chore Committee Reports - Maximum Permissible Bank Finance methods (*No Problems on Estimation of Working Capital requirements*) Working Capital Financing - Short Term Financing of Working Capital, Long Term Financing of Working Capital

Module 2

08 Hours

Cash Management: Meaning - Objectives of Cash Management - Nature of Cash - Motives of holding cash - Cash Management planning aspects - Cash Budgets (*Problems*), Cash Management control aspects - Concentration banking - Lock box system - Playing the float - Cash Management models - William J Baumol Model - Miller-Orr Model (*Problems using these models*)

Module 3

07 Hours

Receivables Management: Meaning - Purpose - Cost of maintaining Receivables - Aspects of Management of Receivables - Credit policy - Credit analysis - Control of receivables - Monitoring of Receivables

Module 4

07 Hours

Inventory Management: Meaning of Inventory - Need/Purpose of holding inventory - Benefits of holding inventory - Risk and cost of holding inventory - Management of Inventory - Objectives of Inventory Management - Techniques of Inventory Management - Economic Order Quantity (EOQ) - Determination of Stock levels - ABC analysis - Just in Time (JIT)

Module 5

09 Hours

Capital Structure Decisions: Capital Structure & Market Value of a Firm - Theories of Capital Structure - NI Approach, NOI Approach, Traditional Approach, Modigliani Miller Approach - Arbitrage Process in Capital Structure - Planning the Capital Structure

Dividend Policy: Theories of Dividend Policy- Relevance and Irrelevance Dividend Decision- Walter's & Gordon's Model - Modigliani & Miller Approach - Dividend Policies - Stable Dividend - Stable Payout and Growth - Bonus Shares and Stock Splits - Corporate Dividend Behavior - Legal and Procedural Aspects of Dividends

Reference Books:

1. Chandra, Prasanna, *Financial Management*, 9th Edition, TMH, New Delhi, 2013.
2. Khan M.Y., and P.K. Jain, *Financial Management*, 7th Edition, TMH, New Delhi, 2014.
3. Pandey, I.M., *Financial Management*, Vikas Publishing, 12th Edition, New Delhi, 2013.
4. Westerfield, Ross, and Jaffe, *Corporate Finance*, 9th Edition, TMH, New Delhi, 2011
5. Bhat, Sudhindra, *Advanced Financial Management*, Excel Books.
6. Vanhorne, James C, and John M Wachowicz, Jr, *Fundamentals of Financial Management*, Pearson / PHI, 8th Edition, New Delhi, 2010.
7. Keown, Martin, and Petty Scott, *Financial Management: Principles and Applications*, PHI, New Delhi, 2013.

19MBAFM 322 Project Management

Module 1

04 Hours

Capital Investment: Types of Capital Investment, Phases of Capital Budgeting, Levels of Decision Making - Objectives of Capital Budgeting, Resource Allocation, Key criteria for Allocation of Resources, Common Weakness in Capital Budgeting.

Module 2

05 Hours

Project Identification, Formulation and Strategy: Generation and Screening of Project Ideas, Monitoring the Environment, Corporate Appraisal, Scouting for Project Ideas, Sources for Positive NPV, Qualities of Successful Entrepreneur.

Module 3

10 Hours

Analysis: Market and Demand Analysis - Situational analysis, Collection of Secondary information, Conduct of Market Survey, Characterization of Market, Demand Forecasting.
Technical Analysis - Material Inputs and Utilities, Manufacturing Process and Technology, Product Mix, Plant Capacity, Location and Site, Machinery and Equipment, Structure and Civil Works, Project Charts and Layouts, Work Schedule, PEST Analysis.
Environmental Appraisal – Pollution Prevention, Environmental Regulation regarding Project, Social Appraisal, Social Cost Benefit Analysis, Rational for SCBA, UNIDO approach to SCBA.
Financial Analysis - Cost of Project, Means of Financing, Estimates of Sales and Production, Project Cash Flow Statement, Projected Balance Sheet, Viewing a Project from different points of view. Definition of CF by FI and Planning Commission, Biases in CF estimation.

Module 4

12 Hours

Selection and Financing :Types and Measures of Risk: Risk Estimation -Sensitivity Analysis, Scenario Analysis, Decision Tree Analysis, Selection of Project, Risk analysis in Practice.
Special Decision Situations: Choice between Mutually Exclusive Projects of Unequal Life, Optimal Timing Decision, Determination of Economic Life, Interrelationships between Investment and Financing Aspects, Inflation and Capital Budgeting.

Financing: Project Financing in India- Sources of Project Finance - Long Term Funds - Foreign Currency Funds, Term Loan Procedures.

SEBI guidelines, Tax Implications in Project Finance, Tax incentives relating to setting up Projects .

Module 5

08 Hours

Implementation: Project Management - Forms of project organization, Project control, Human aspects, Prerequisite for successful project implementation. Network techniques for Project Management, Development of Project Network, Time estimation, Determination of Critical Path, PERT & CPM models, Network Cost System.

Recommended Books:

1. Prasanna Chandra - Project Planning: Analysis, Selection, Implementation and Review - TMH

Further Readings:

1. Sitangshu Khatua - Project Management and Appraisal - Oxford University Press.

2. Subhash Chandra Das - Project Management and Control

3. Nicholas - Project Management for Business and Technology: Principles and Practice - Pearson / PHI

4. Gray & Larson - Project Management: The Managerial Process – TMH

19MBAFM 323

Financial Services

Module 1

06 Hours

Merchant Banking - Nature and Scope - Types of Merchant Bankers - SEBI Guidelines for Merchant Bankers - Issue Management - Pre & Post Issues activities

Module 2

12 Hours

Mutual Funds and Securitization - Structure of Mutual Funds - Types Mutual Funds - Advantages of Mutual Funds - Mutual Funds Regulations - Mutual Fund in India

Securitization - Concept and meaning - Features - Players involved in Securitization and Process of Securitization - Special Purpose Vehicle - Pass Through Certificate - Benefits of Securitization - SARFAESI Act, 2002

Module 3

10 Hours

Credit Rating and Depository Services and Participants - Concept and meaning - Need and importance of Credit rating - Types of Credit rating - Kinds of Instruments rated - Credit rating symbols - Credit Rating advantages and disadvantages - Credit Rating Agencies in India - CRISIL, CARE, ICRA and Fitch India - Process of Credit Rating and Methodology by Indian Credit Rating Agencies

Depository Services and Depository Participants - Need - Role of Depositories and their Services - Advantages of Depository System - Role of NSDL and CDSL - Demat Services

Module 4**06 Hours**

Leasing and Hire Purchase - Types of leases - Problems on evaluation of leasing option vs. Borrowing

Module 5**05 Hours**

Money Market and Instruments - Money Market and Capital market - Treasury Bills - Commercial Bills - Commercial Paper - Certificate of Deposit - Repo/Reverse Repo - Call Money - Notice Money - Term Money - Credit Card - Bill Discounting - Factoring - Forfeiting - Consumer Finance - Mortgage and Reverse Mortgage Service

Venture Capital - Growth of Venture Capital in India - Need and Scope - Process and methods of Financing - Angel Financing

Reference Books:

1. Vasanth Desai, *Financial Markets & Financial Services*, HPH, Mumbai
2. Punithavathy Pandian, *Financial Markets and Services*, Vikas Publishing House, New Delhi
3. Gordon E & Natarajan, *Financial Services*, HPH, Mumbai
4. Machiraju, H.R., *Merchant Banking Principles and Practice*, New Age International.
5. Guruswamy, S.G., *Financial Markets & Institutions*, Thomson Learning.
6. Bhole L. M & Mahakud, *Financial Institutions and Market*, TMH, New Delhi
7. Khan, M.Y., *Indian Financial System*, TMH, New Delhi
8. Bhalla VK., *Management of Financial Services*, Anmol Publications Pvt. Ltd
9. Dr. Shanmugham R., *Financial Services*, Wiley India Pvt. Ltd

19MBAFM 324**Investment Analysis and Management****Module 1****06 Hours****Investment Background**

Concepts of investment, investment avenues, investment objectives, macro-economic policies, stock markets and its functioning.

Module 2**08 Hours****Developments in Investment Theory**

Modern portfolio theories – analysis of return and risk, efficient portfolio, portfolio asset allocation and diversification, capital market line, capital asset pricing model, single index model, arbitrage pricing model, efficient market hypothesis, behavioral finance

Module 3**08 Hours****Analyzing and Managing Equity Investments**

Expected rate of return, active versus passive investments. Stock selection – fundamental analysis and technical analysis. Evaluation of the portfolio performance.

Module 4**11 Hours****Analyzing and Managing Fixed Income Investments**

Bond and fixed income securities, bond fundamentals, valuation of bonds–bond returns, bond pricing theorems, duration of bond and immunization of interest rate risk, bond portfolio management.

Module 5**06 Hours****Alternative Investments and Hedge Funds**

Hedge funds, private equity, structured products. Return characteristics and liquidity. Benchmarking return expectations and performance attribution. Regulations for compliance requirements.

Note: Type of Question Paper for SEE: Objective type (Online)

Reference Books:

Reilly & Brown, *Investment Analysis & Portfolio Management*, 7th Edition, Thomson Learning, 2004.

Human Resource Management Specialization

19MBAHR 331**Global Human Resource Management****Module 1****07 Hours**

Introduction to International Human Resource Management: What is IHRM? - Definition of IHRM - Significance of IHRM - Reasons for the growth of Growth of IHRM in the recent past - Differences between International and Domestic HRM - Degree of difference between Domestic and International HRM - The Cultural Environment - Nature of International Operations

Module 2**07 Hours**

Models for the Study of Firm: Approaches to the Study of Comparative IHRM Policy - Convergence Theory - Marxist Theory - Cultural Approach - The institutional approach - Confucian Dynamism - International HRM Models - Pool's Adaptation of the Harvard Models - The Brewster and Bournois Model of IHRM

Module 3**08 Hours**

Recruitment and Selection for International Assignment: The Expatriate Assignment Life Cycle - Factors in Expatriate Selection - MNE Requirement - Methods of selecting expatriates - Different Approaches to Multinational Staffing Decisions - Advantages and Disadvantages of Different Selection Methods - Parent Country Nationals - Third Country Nationals - Host Country Nationals - Selection Criteria - Use of Selection Tests.

Module 4 **07 Hours**
International Labour Relations: Key Issues - Response of Labour Unions to MNCs

Module 5 **10 Hours**
HRM International Joint Ventures - HRM Practices in Different Countries - Japan, USA, UK, India and China

Reference Books:

1. Dowling, Peter J., Denise E Welch and Randall S Schuler, *International Human Resource Management*, Third Edition, Thompson South Western Excel Books 2002.
2. Tayeb, Monir H., *International Human Resource Management*, Oxford University Press, 2005.
3. Scullion, Hugh and Margarel Linehan, *International Human Resource Management*, Palgrave Macmillan, 2005.
4. *The Global Challenge: Frame-works for International HRM*, Mcgraw Hill, 2005.
5. Hillary Harris, Christ, Brewster & Paul Spamon, *International HRM*, VMP Publishers.
6. Terence Jackson, *International HRM*, Sage Publication.
7. Anne Wil Harzing & Joris Van, Ruysse Veldt, *International HRM*, Sage Publication.
Scullion, Hugh and Margaret Linehan, *International HRM*, Palgrave.

19MBAHR 332

Interpersonal and Group Processes

Module 1 **08 Hours**
Groups and Learning - definition of groups - Reasons for forming groups - stages of group development - characteristics of groups - External conditions imposed on group - organizations and group as a medium of learning

Module 2 **08 Hours**
Organization development and Change - Managing change - Forces of Change in Organization - Organization development - Organization development Interventions or Techniques
Group Cohesiveness and Influence Processes - Cohesiveness - consequences of group cohesiveness - groupthink- groups to accomplish objectives.

Module 3 **08 Hours**
Interpersonal Communication - Definition of communication - the communication process - Informal communication - barriers to effective communication - keys to effective supervisory communication
Interpersonal Awareness trust and feedback process - Functions of interpersonal communication - development of interpersonal relationship - Managing Interpersonal trust and distrust.

Module 4 **08 Hours**
Group decision makes - Meaning of decision-making - The decision Making Process - Organizational models of decision-making behavior - decision making techniques - Group decision making.
Group Synergy and Team Building - Understanding work teams - application of teamwork - Types of Teams - Reasons for using teams

Module 5**07 Hours**

Organization Power and Politics - The concept of power - structural sources of power - uncertainty reduction – substitutability and centrality - Managing the boss - consequences of using power - Political behavior in organizations

Reference books:

1. Bernard M Bass and Edward C Ryterband “Organizational Psychology” Allyn and Bacon Boston.
2. Organizational Behaviour- Human Behaviour at work- by John. W. Newstrom and Keith Davis Tata Mcgraw Hill, II/e, 2003
3. Marvin E. Shaw “Group Dynamics: The Psychology of Small Group Behaviour” McGraw Hill New York.
4. Hersey Paul & Kenneth Blanchard - Management of Organizational Behaviour - Pearson Education / PHI
5. Theories of Personality- Calvin S Hall Et Al, Wiley Publication
6. Training in Interpersonal Skills- tips for managing People at work, Stephen Robbins, Et al, Pearson.
7. Gary Yukl - Leadership in Organizations, 5/e- Pearson Education

19MBAHR 333**Compensation Management****Module 1****10 Hours**

Compensation Management: Compensation management process; basis of compensation management; Factors influence compensation in an organization, Financial and non -financial compensation; compensation philosophies, compensation process; assessing job values and relativities; pay structures; paying for performance; skills and competence assessment; recent developments in compensation management, Innovations in the area of compensation management in Indian and MNCs operating in India and abroad. Emerging philosophies and practices around the world.

Module 2**06 Hours**

Employee benefits and total remuneration: Concept of total remuneration and cost to company, total remuneration concept and employee satisfaction; Direct and Indirect pay concept, Provisions governing different components of compensation and working of different institutions.

Module 3**06 Hours**

The Budget Process: Administration of pay; quality of work life and pay administration; other compensation administration issues; job analysis as a basis for compensation determination; job contracts; pay relationships as a fairness issue; methods of surveying market pay and compensation practices.

Module 4**10 Hours**

Designing a base pay structure: Strategic and tactical compensation; pay structure architecture; interlocking multiple pay structures; the expanding or fan-type pay structure: an optional approach; pay sectors and levels of education, experience, and training; market pricing approach; team based pay; premiums and differentials as incentives; computer applications in compensation management.

Module 5**07 Hours**

Legal Aspects of Compensation: Objectives, structure, and provisions of legislations on wages and bonus i.e. the minimum wages act, 1948, the payment of wages act, 1936, The payment of bonus act, 1965, etc.; determination of wages, D.A., and other monetary benefits through Industrial tribunals; antidiscrimination in employment legislation; case law; recent trends and working of these laws; employment exchanges (compulsory notification of vacancies) act, 1959

Suggested Readings:

1. Compensation Management in a Knowledge - Based World, Henderson - Pearson
2. Understanding Wage and Compensation System, A.M. Sharma, HPH
3. Compensation and Reward Management, B.D. Singh - EB
4. Compensation, Milkovich et al, Mc Graw Hill

19MBAHR 334
Industrial Legislations

Module 1**03 Hours**

Indian Industrial Relations - An overview - A general survey - need - objectives and principle of legal environment. IR in the post-Independence period - Importance and objectives of Industrial Relations - Main approaches to IR.

Labour and Indian constitution - Special features of Indian Industrial Relations - Policies and practices in India - Code of Discipline and historical initiatives for harmonious IR - Government policies relating to labour in 5 year plans - Legal Enactments - ILO and its influence on Legal Enactments in India

Module 2**09 Hours**

Collective Bargaining and Trade Union in India: Definition - Essential conditions for the success of collective bargaining - Functions of collective bargaining - Collective bargaining process - Prerequisites for collective bargaining - Trends and conclusions - Techniques of negotiation. Trade Unions: Meaning - Historical perspective of trade union movement in India - Functions of trade unions - Objectives of important trade unions - Union structure - Problems of trade unions - Measures to strengthen trade union movement in India - Rights and responsibilities - Future trends of trade union movement in India

Grievance procedure and Discipline management - Grievance - Meaning and forms - Approaches to grievance machinery - Grievance procedures - Model grievance procedure. Discipline - Judicial approach to discipline - Domestic enquiries - Disciplinary procedures - approaches to manage discipline in Industry-Industrial Conflicts - Nature of conflicts and its manifestations - Causes and

types of Industrial conflicts - Prevention of Industrial conflicts - Settlement of Industrial conflicts- Employer's federations and their role in IR

Module 3

09 Hours

1. Factories Act' 1948
2. Employee's provident Fund and Miscellaneous Provisions Act' 1952
3. Shops and commercial Establishments Act
4. Payment of Gratuity Act' 1972
5. Maternity Benefit Act' 1961

Module 4

09 Hours

1. Trade Union Act
2. Payment of Wages Act
3. Industrial Disputes Act
4. Workmen's Compensation Act
5. Employee's State Insurance (E.S.I) Act

Module 5

09 Hours

1. Payment of Bonus Act' 1965
2. Contract Labour (Regulation & Abolition) Act' 1970
3. Industrial Employment standing order's Act' 1946
4. Minimum wages Act' 1948
5. The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

Reference Books:

1. Mamoria & Mamoria - 'Dynamics of Industrial Relations', Himalaya Publishing house, Mumbai.
2. Arun Monappa – Industrial Relations, Tata McGraw Hill Publishing Company Ltd.
3. P R N Sinha et al Industrial Relations, Trade Unions & Labour Legislation, Pearson Education
4. Dr. M V Pylee and A Simon George - Industrial Relations and Personnel Management, Vikas Publishing House Pvt. Ltd.
5. R.S Davar - Personnel Management and Industrial Relations, Vikas Publishing House, Mumbai
6. Myers, A Charles and Karnnappan S - Industrial Relations in India, Asia Publication House, Mumbai.
7. Dale Yoder and Paul D, Standohar - Personnel Management and Industrial Relations, Prentice Hall of India, EEE/Pearson Education
8. Allan Cowling and Philip James - The Essence of Personnel Management and Industrial Relations, Prentice Hall of India, EEE/Pearson Education

Banking Specialization

19MBABF 341

Banking Theory and Practice

Module 1

10 hours

Modern Financial System, Financial Intermediaries and their functions, Origin, Evolution and structure of Commercial, Co-Operative Banking and RRBs in India, Structure of Commercial and Co-Operative Banks in India, Evolution of Money and Banking, Functions of Modern Commercial Banks in India after 1991, Bank Nationalization and Social Banking Concept, Financial Sector Reforms from Basel I, II & III. Establishment of Payment Banks, Small credit Banks and MUDRA Bank
Origin and Evolution of Central Banking System, RBI - its objectives and related functions, Management of currency, regulatory, supervisory and development functions, RBI's monetary and credit policy. Other apex institutions like NABARD, NHB, SIDBI EXIM Bank Deposit Insurance Corp. Rating of Banks, New format of Prompt Corrective Action, Best Practices Code and Banking Code Standard Board of India, Corporate governance, Banking Ombudsman Scheme.

Module 2

06 hours

Banker customer relationship, Types of customer both for deposits and advances, Rights and duties of the bankers and their obligations to customers, Right of lien, Set off, Right of appropriation, Bankers legal duty of disclosures, Garnishee Order and attachment orders and Bankers duty, Bankers Books of Evidence Act, Mode of proof of entries in the Bank's books maintained in electronic form, Procedure for filing complaints and settlement, Customer grievances redressal mechanism.

Module 3

06 hours

Prevention of Money Laundering Act (PMLA), Know Your Customers, KYC policies, FIU – India, Deposit products, Savings accounts, Current accounts, PMJDY, CASA, Recurring deposits, Term deposits (FDs, Cash certificates, Special deposits), Facilities available for NRI (deposits and advances), Basic savings bank deposit accounts (BSBDA), Social Benefit schemes like PMJJBY, PMSBY, APY, Sukanya Samrdhi scheme, Financial Inclusion and Financial Literacy.
Credit facilities, Overdraft / Cash Credit/KCC, Term loans, Different types of borrowers, Fund based and non-fund business, Secured and unsecured advances, Financing book debts, Supply bills, Purchase and Discounting of bills, Mode of securing advances like pledge, hypothecation, charge, mortgage, assignment, lien.

Module 4

09 hours

Electronic banking, Genesis of computerization in India, Core Banking, Banking channels, Types of ATMs, SMS Banking, Mobile Banking, Internet Banking, Cheque truncation, Debit cards, Credit cards, Smart cards, Modes of remittance, Mail transfer, Mobile payment, USSD,NUP, AEPS, IMPS, Mobile wallets like Paytm, BHIM,UPI, NEFT, RTGS, ECS, SWIFT, Payment systems like EBT, OLTAS, EASIEST, Online application for loans, Account opening hubs, Signature scanning, Digital signature, Business correspondents, Branchless Banking (Door Step Banking). Visit to a Branch to observe Digital Banking functions and day to day functions..

Module 5**09 hours**

Indemnities, Application of Indemnity in Banks, Rights of Indemnity holder, Bank Guarantees, Financial Guarantee, Performance Guarantee, Deferred Payment Guarantee, Bankers duty for honoring guarantees, Issuing Bank Guarantees, Precautions to be taken, Invocation of guarantees and Precautions to be taken while honoring guarantees.

Documentary credit - Inland letter of credit, Overseas letter of credit, Mechanism of LC: Parties to LC, Types of LCs, Documents under LC, Negotiation of LCs, Provisions of UCPDC affecting issues and payment of BGs.

19MBABF 342**Insurance Products and Services****Module 1****08 Hours**

Introduction to Insurance - Costs and Benefits of Insurance - Elements of Insurance Risk - Nature and Structure - Insurance Industry - Players in Life and Non-Life- Insurance - Insurance Sector Reforms- Growth and Development of The Indian Insurance Industry

Overview of Risk - Classification of Risk - Risk and Insurance - Risk Evaluation - Risk Management Process - Selection and Implementation of Risk Management Techniques Using Insurance - Insurance documents - Insurance forms - Proposal forms - Cover notes - Certificate of Insurance - Policy forms – Endorsements - Other documents

Module 2**05 Hours**

Legal Aspects of Insurance - Insurance Act, 1938 - Indian Contract Act, 1872 - Consumer Protection Act, 1986 - Insurance Ombudsman - Contract of Agency - Special Principles of Insurance Contract Including Re-Insurance & Double Insurance- IRDA - Roles - Responsibilities - Constitution of IRDA - Objectives - Duties & Powers - Role - Other Functional aspects.

Module 3**06 Hours**

Actuarial Principles - Survival Distributions and Life Tables – Rate Making Principles and Data Required-Underwriting and Pricing – Objectives and Principles Behind Underwriting - Underwriting Life and Non-Life Insurance Business - Pricing and Rating Procedure - Basic Pricing Methods-Re-Insurance - Role of Re-Insurance - Nature of Re-Insurance Risk-Bancassurance - Concepts - Critical Issues - Functional aspects - Indian Scenario-Future Prospects - Insurance Accounting - Financial Analysis and Valuations-Solvency and Performance Measures.

Module 4

12 Hours

Life Products: Elements of Life Insurance - Features of Term Insurance - Features of Endowment assurance - Role of Term and Endowment in Product Designing - Types of Life Insurance Policies - Annuity & Pension Policies - Whole Life Policies - Money Back Policies - Other Types.

Health Insurance Individual Medical Expense Insurance - Long Term Care coverage - Disability Income Insurance - Mediclaim Policy - Group Mediclaim Policy - Personal Accident Policy - Child Welfare Policy

Module 5

08 Hours

Rural Insurance & Social Insurance - Various Rural Insurance Policies - Project Insurance - Social Insurance - Old Age, Survivors and Disability Insurance - Types of Benefits

Unemployment Insurance - Workers Compensation- **Motor Vehicles Insurance:** Need - Types - Factors to Be Considered for Premium Fixing

Miscellaneous Products- Burglary - Jeweller's Block Insurance - Baggage Insurance - Micro Insurance -Banker's Indemnity Insurance - Aviation Insurance - Fidelity Guarantee Insurance - Public Liability Insurance

Reference Books:

1. Rejda George E, (2008), Principles of Risk Management and Insurance, 9th edition, Pearson Education, New Delhi
2. Gupta P. K., (2005) Insurance and Risk Management, Himalaya Publishing House, New Delhi
3. Periswamy P., (2005), Principles and Practices of Insurance, Himalaya Publishing House, New Delhi
4. Harrington and Meshaces, (2006), Risk Management and Insurance, 2nd edition, Tata Mc Graw Hill Publishing Company Limited, New Delhi
5. Ganguly Anand, (2004), Insurance Management, New Age International (P) Ltd., New Delhi
6. Palande P. S., Shah *et al.*, (2003), Insurance in India: Changing Policies and Emerging opportunities, Sage Publications, New Delhi
7. ICFAI, Bancassurance: An Introduction – ICFAI University Press
8. Indian Institute of Banking and Finance, Insurance Products and Services, IIBF and Taxman

Information Technology Specialization

19MBAIT 351 E-BUSINESS (39 hours)

1. Overview, Types and models in E business: Introduction to E-business, History of E business-EDI, Relationship between E-business and E-Commerce Benefits and Impact of E-Commerce, Classification of E-Commerce- Based on Degree of digitization, Based on Macro environmental perspective, Based on Transacting partners Business to Business, Business to Customer, Customer to Customer, Application of E-Commerce Technology, Limitations of E- Commerce, Revenue Models- Web Catalog, Digital Content Subscription, Advertising supported, Advertising-subscription mixed, Fee-for-Transaction, Fee-for-Service.

1. Case study of PETS.COM- Learning from failures
2. Multiple transitions of Revenue models - Encyclopedia Britannica
3. Innovation at Google

04 Hours

2. Network Infrastructure and HTML

Network Infrastructure - LAN, Ethernet (IEEE 802.3), WAN, Working of the Internet, TCP/IP reference model, IP addresses-IPv4 and IPv6, Domain Names, DNS, FTP applications, Electronic Mail, WWW, HTTP, Web Browsers, Internet Industry Structure, Analyzing Impact of internet using Porter's 5 force model, HTML, Simple exercises-Develop a webpage using HTML, Hyperlinks-Linear and Hierarchical

06 Hours

3. Online Advertising and Payment systems

Internet Advertising, Models of Internet advertising, Types of advertising - Sponsorships, Banner run, affiliate, pay per click(CPC), pay per action(CPA), Classification of online advertisements, Search engine- Ad words and auctions, Common rich media banner formats, Web Auctions. Common terms /process used between publishers and advertisers, Ad Trafficking & Optimization, Corporate Website, Design implications, Collaborative commerce - Implementing, Key business measures, Key steps for success.

Electronic Payment Systems: Online Electronic Payment Systems, Open and Closed loop system, Processing a payment card transaction, Micro payments, Electronic cash, Privacy and security of

electronic cash, Electronic wallets, ECML Standards, Magnetic Strip cards, Smart cards, Prepaid and Post Paid Electronic Payment Systems.

10 Hours

4. Social Media Marketing

Launching Your E business, Practical issues - Deciding on Server and application software's, Marketing an E-Business, Blog Marketing, E-Mail Marketing, Social Media Marketing - Strategies, Inbound Marketing, Managing social media messages in an organization- Hootsuite, Viral and Buzz marketing, News Groups & Forums, Exchanging Links, E-Business Back end systems, Back up procedures and Disaster Recovery plans

08 Hours

5. SDLC, STLC and Project Management

The Traditional Engineering Approach Vs Software engineering approach, Software project team, SDLC, Software Development Models - Objective, Waterfall Model, V Model, Spiral Model, Advantages/Disadvantages, Agile Methodologies, Maintenance projects, Role of Business analyst during SDLC phases.

Testing Fundamentals, Testing Principles & Terminologies, Software Testing Life Cycle (STLC), Testing Methodologies, Levels of Testing, Test Automation, Testing Management, Role of Business analyst In Testing.

Project Management Tool Hands-on- Creating projects, tasks, subtasks, project resources, Assigning project resources to tasks, calendars, Gantt chart, Tracking tasks and subtasks to completion, changing schedules.

11 Hours

Recommended Books:

1. Electronic Commerce -Framework, technologies and Applications - Bharat Bhasker TMH Publications
2. Electronic Commerce - Gari P Schneider - Thomson Course Technology, 4/e, 2004
3. World Wide Web Design with HTML : C Xavier
4. Creating a winning E-Business: Napier, Judd, Rivers, Wagner-Course Technology-Thomson Learning, 2001
5. Pressman, R.S. Software Engineering: A Practitioner's Approach McGraw-Hill, 6th Edition.
6. McConnell, Steve; Code Complete: A Practical handbook of Software Construction.

Reference Books:

1. Strategic Management of e-Business Stephen Chen John Wiley& Co.

2. E-Business, Parag Kulkarni, Sunita Johirabadkar, Pradip Chande, Oxford University Press, 2012
ISBN -10:0-19-806984-7
3. E-Commerce - Cutting Edge of Business-Kamlesh K Bajaj, Debjani Nag - Tata McGraw Hill, 1/e, 2003
4. GLOBAL Electronic Commerce-Theory and Case Studies J Christopher Westland, Theodore H K Clark-University Press
5. E-Commerce - an Indian perspective - P T Joseph - Prentice Hall, 2/e, 2005
6. E-Commerce concepts, Models, Strategies - C S V Moorthy - Himalaya Publications

19MBAIT 352
Business Analysis (39 hours)

1. **Enterprise Applications Overview:** Business Problems, Patterns and Solutions- Self-Service, Information Aggregation, Collaboration, Extended Enterprise, Evolution of Application Software-Introduction to Architectural evolution of software applications, Introduction to business need driven evolution of software applications, Application dissected- Introduction to Business Architecture, Logical Architecture, Application architecture, Data architecture, Infrastructure architecture (9 hours)
2. **Requirement Engineering:** Introduction to Requirements Engineering, Software Requirements Definitions, Risks from Inadequate Requirements Processes, Characteristics of Good Requirements, Business versus Application-centric thinking, Limitations of conventional methods, Components of Software Requirements, Requirements – Development and Management (10 hours)
3. **Requirements Management and Communication:** Stakeholder analysis and management-identification of stakeholders, determine their interests and influence, typical stakeholders in a project, advantages of stakeholder management and techniques for managing them, Requirements work division strategy, Knowledge Management during Requirements Management and KM practices, Requirements Risks = risk identification, categorization, prioritization, response and monitoring, Manage Scope of Requirements, scope definition, base lining and scope change management, Requirements Communication Plan, Requirements Package- to identify the appropriate requirements specification formats and contents of a typical SRS, Requirements Validation, Managing Requirements Changes(10 hours)
4. **Requirements Engineering - Elicitation, Analysis and Modeling:** Introduction to Requirements- Definition, Risks and Characteristics Components of Software Requirements, Requirements Elicitation (RE) - Introduction Issues in RE Elicitation Techniques Preparation, Modeling Business Process Requirements Analysis Structured Systems Analysis and Design (SSAD), Process Modeling, Data Modeling Object Oriented Analysis and Design (OOAD),

Introduction to UML, Use Case Diagrams, Activity Diagrams, Class Diagrams, Sequence Diagrams(5 hours)

5. **Introduction to Process Analysis:** The static analysis methodology- issue elicitation, issue analysis and recommendation formulation, (As-Is) process, To-Be process
A systematic methodology of performing Dynamic Analysis- analyze business process models and optimize through the use of simulation, process change impact on organization, customers and partners, the limitations of Dynamic Analysis, To apply the methodology for performing dynamic analysis of a business process- business process in response to variations of inputs to the process(5 hours)

Reference Books:

1. Robertson & Robertson “Mastering the Requirement Process” Addison Wesley
2. Karl E. Wiegers, “Software Requirements”, Microsoft Press
3. Aligning IT Solutions with Business Processes - A Methodological Approach - Venky Shankararaman, Pearson
4. Roger Pressman, “Software Engineering - A Practical Approach”, McGraw Hill
5. Ralph R. Young - “Project Requirements - A guide to best practices”, Management concepts

Fourth Semester

19MBA 41

Business Ethics and Corporate Governance

09 hours

Module 1: Introducing Business Ethics: Importance of Business Ethics, Relation between business ethics & law, Ethics & morality, Ethical challenges in different types of organization, Globalization, Triple bottom line, Sustainability, Race to the bottom, Ethical dilemma

Framing Business Ethics: Corporation, Corporate Social Responsibility, Stake holder theory, Corporate Citizenship, Corporate accountability and transparency

Evaluating Business Ethics: Role of ethical theory, Normative ethical theory, Consequentiality theories - Egoism, Utilitarianism. Ethics of Duty, Human rights, Justice, Limits of western modernist theory, Alternative perspective on ethical theories - Virtue ethics, Feminist ethics, Discourse ethics, Post-modern Ethics

09 hours

Module 2: Making decisions in Business Ethics: Descriptive ethical theory, Ethical decision, Models of ethical decision making process, influence of ethical decision making, Cognitive moral development, Personal value, personal integrity, cultivating moral imagination, situational influences on decision making, moral framing.

Managing Business Ethics: Business ethics management, Code of ethics, Stake holder management, Social accounting, Ethical leadership.

Share Holders and Business Ethics: Importance of shareholders as stakeholders, Understanding Corporate governance and principle-agent relationship, Shareholder relationship with other stakeholders, Ethical issues in corporate governance - Executive accountability, Insider trading, Shareholder activism, socially responsible investment, Social purpose corporations.

09 hours

Module 3: Employees and Business Ethics: Employees as stakeholders, Ethical issue in firm employee relation - Employee Rights, Employee duties, Discrimination, Employee privacy, Employee participation, Work-life balance.

Consumers and Business ethics: Consumers as stakeholders, Consumer rights, consumer deception, consumer vulnerability, Consumerism, consumer privacy, ethical consumption, sustainable consumption, sharing economy.

Supplier, Competitors and Business Ethics: Supplier as stakeholder, competitors as stake holder, Industrial network, ethical issues and suppliers, conflict of interest, ethical issues and competitors, ethical sourcing, fair trade, circular economy

07 hours

Module 4: Civil society and business ethics: Civil society organizations as stakeholder, Social license to operate, Boycott, CSO accountability, Employee volunteering, Social enterprise, Civil regulation

Government regulation and Business Ethics: Government as stakeholder, Imperative regulation, private regulation, Basic role of government as stakeholder, lobbying, corruption, global governance, government as regulators

Conclusions and Future Perspectives: Summarizing - role meaning and importance of business ethics, Influence of globalization on business ethics, values of the notional of sustainability, role and significance of shareholders, implicating of corporate citizenship, Benefits of ethical decision making, role of specific tool for managing business ethics

07 hours

Module 5: Corporate Governance: Independence of directors, Board composition, stakeholder representation, directorial committees, types of boards, types of director, family business, comparative corporate governance, international frameworks (UN Global Compact), Fiduciary vs. social responsibilities, Compliances vs proactive practices

Reference Books

1. Andre Crane and Dirk Matten, Business Ethics, Oxford University Press, New Delhi, 2011

Supplementary Books:

1. N.Balasubramanian, Corporate Governance and Stewardship, Tata McGraw Hill Education Pvt Ltd, New Delhi, 2011

2. Jill Solomon, Aris Solomon, Corporate Governance and accountability, Wiley India Edition, Wiley India Pvt Limited, New Delhi.

19MBAGE 401

Entrepreneurial Development

Module 01

10 Hours

The Entrepreneurial Perspective: Evolution and Nature of Entrepreneurship-How Entrepreneurs, Think - Bricolage - Effectuation - Entrepreneurial, Heuristics-Entrepreneurial Mindset-Entrepreneurial, Life-theme-Characteristics and Functions-Social Entrepreneurship and Corporate Entrepreneurship-Manager, Leader and Entrepreneur-Life-theme Comparison and Contrast.

The Family Business: Growing Complexity in Family Business-The Five Ds to Disaster-Sources of Communication Challenges-Succession Planning-Family as an Institution.

Women Entrepreneurs: Evolution and Growth-Problems and Prospects-Measures to Promote Women Entrepreneurship-Indian Scenario and Global Trends.

Module 02

07 Hours

Entrepreneurial Creativity and Innovation: From Idea to the Opportunity-Methods of Generating Ideas-Discovery Skills-Creativity and Entrepreneurship-Innovation-Types of Innovation-Entrepreneurial Innovation. Protecting the Idea, Intellectual Property Act.

Module 03

08 Hours

The Business Plan: From the Opportunity to the Business Plan, Feasibility study -Creating and Starting the Venture-The Marketing Plan-The Organizational Plan-The Financial Plan, Business Model Canvas.

Module 04**06 Hours**

Entrepreneurial Eco System: Incubation and Accelerator Centers for new business, Academic and Industry relation, Government Support to Entrepreneurs in India, Startup Eco- System in India.

Sources of Capital – Informal Risk Capital, Venture capital and Going Public.

Module 05**08 Hours**

Launching and Growing the New Venture: Growth Strategies-Implications of Growth for the Firm-Implications of Firm Growth for the Entrepreneur. Exit the Venture.

Case studies on Successful Entrepreneurs and Failed Entrepreneurs from various sectors

Note: Type of Question Paper for SEE: Objective type (Online)

Reference Book: Hirsch Robert D, and Michael P Peters and Dean A Shepherd, Entrepreneurship, 9th Edition, Tata Mcgraw Hill Companies, New Delhi, 2007.

<https://www.mheducation.co.in/9789339205386-india-entrepreneurship>

19MBAGE 402**Enterprise Systems****Module I: Introduction****08 hours**

Introduction to ERP: Defining ERP, Origin and Need for an ERP System, Benefits of an ERP System, Reasons for the Growth of ERP Market, Reasons for the Failure of ERP Implementation: Roadmap for successful ERP implementation

Enterprise: An Overview: Business Functions and Business Processes, importance of Information: Characteristics of information; Types of information, Information System: Components of an information system; Different types of information systems; Management information system, Enterprise Resource Planning: Business modeling; Integrated data model

Module 2: Application of Information Technology in EM**08 hours**

ERP and Related Technologies: Business Process Re-engineering, Management Information systems, Decision Support Systems, Executive Information Systems- Advantages of EIS; Disadvantages of EIS, Data Warehousing, Data Mining, On-Line Analytical Processing, Product Life Cycle Management, Supply Chain Management, ERP Security.

Module 3**07 hours**

Open source ERP Hands on with ERP Next and CRM

Module 4**08 hours**

ERP Modules Structure: Finance, Sales and Distribution, Manufacturing and Production Planning Material and Capacity Planning; Shop Floor Control; Quality Management; JIT/Repetitive Manufacturing; Cost Management ; Engineering Data Management; Engineering Change Control ; Configuration Management; Serialisation / Lot Control ;Tooling, Human Resource, Plant Maintenance- Preventive Maintenance Control; Equipment Tracking; Component Tracking; Plant Maintenance Calibration Tracking; Plant Maintenance Warranty Claims Tracking, Quality

Management - Functions of Quality Management, Materials Management - Pre-purchasing; Purchasing; Vendor Evaluation; Inventory Management and Invoice Verification and Material Inspection

Module 5

08 hours

ERP: An CRM Perspective: Role of ERP in CRM, Concept of CRM: Objectives of CRM; Benefits of CRM; Components of CRM, Types of CRM: Operational CRM, Analytical CRM, Sales intelligence CRM, Collaborative CRM, Sub-Modules of CRM: Marketing module; Service module; Sales module

Note: Type of Question Paper for SEE: Objective type (Online)

Suggested Reading:

1. Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; an CRM by Khalid Sheikh, Publisher: McGraw-Hill
2. The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM, and CRM System Implementations [An article from: Journal of Operations Management] by K.B. Hendricks; V.R. Singhal; and J.K. Stratman, Publisher: Elsevier
3. ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI
4. Implementing SAP ERP Sales & Distribution by Glynn C. Williams, Publisher McGraw-Hill
5. Rajesh Ray, ERP, Publisher: Tata McGraw Hill

Marketing Management Specialization

**19MBAMM 411
Digital Marketing**

Module 1

07 Hours

Digital Marketing - Introduction, Overview & Project Start, Scope and Challenges, Difference between traditional marketing and digital marketing, Dynamic environment of digital marketing, Integrated approach in digital marketing

Web Publishing, Concepts related to advertising in the digital space-CPC-Cost per click, CPM-Cost per Mille, CPA-Cost per Acquisition- Affiliate Marketing- Affiliate Networks and Affiliate Tracking.

Module 2

10 Hours

Digital Estate – Website / Facebook Page / Twitter handle: How to create a contents for Websites- Responsive websites and the need for it; Need for Information Structuring, Keyword Structuring and Why it's good to be organized; Creating a hub and spoke model for digital assets, Connecting to social networks - Social Hub in a page. Understanding micro and macro conversions.

Content Marketing- B2B Lead Generation & Nurturing the leads, how to generate leads, how to nurture leads.

Search Engine Optimization: Basics of SEO, Factors to rank higher in search engines organically.

Search engine Advertising: Search Engine Marketing- Google AdWords and Keyword research, Bidding for keywords, How to run ad campaigns on Google, Display Advertising;

Module 3

10 Hours

Social Media Marketing: Facebook Advertising, Creating Page, Posts and updates; LinkedIn Advertising–LinkedIn Company Pages; Twitter Advertising – Tweets, Hashtag marketing ; Video Marketing – basics, how to make videos, optimizing videos; How to run ad campaigns on various social media platforms, Blog Marketing- Blogging as a tool to communicate and build reputation; Online PR –Online Public Relations, Reputation Management – building and sustaining.

Conversion Optimization: Conversion optimization, factors of conversion optimization, Analytics – analytics providers, important factors to look in analytics, Landing Pages – what are landing pages, Factors of conversion.

Module 4

06 Hours

Email Marketing: Basics of email marketing, How does email marketing add value, e-Newsletters.

Mobile Marketing: Basics of mobile marketing, different forms of mobile marketing, Short Code, Mobile Website, Mobile Apps and QR Code

Module 5

06 Hours

Ecommerce: Basics of E-Commerce, E-Commerce in India, factors for growth in E-Commerce, Sourcing, Payment Gateway, Drop Shipping & Fulfillment,

Gamification: How does it work? Factors to consider implementing Gamification, Gamification project execution challenges

Reference Books:

1. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation [Paperback] Calvin Jones (Author), Damian Ryan (Author)
2. Digital Marketing: Strategy, Implementation and Practice [Import] [Paperback] Dave Chaffey (Author), Fiona Ellis-Chadwick (Author)
3. eMarketing: The essential guide to marketing in a digital world; Fifth Edition By Rob Stokes and the Minds of Quirk
4. For the Win: How Game Thinking Can Revolutionize Your Business Paperback by Kevin Werbach (Author), Dan Hunter (Author)
5. The Art of Game Design: A book of lenses by Jesse Schell

Other references:

1. Digital Minds: 12 Things Every Business Needs to Know About Digital Marketing [Kindle Edition] WSI (Author)
<http://www.amazon.in/Digital-Minds-Things-Business-Marketing-ebook/dp/B00E9I9H80/>
2. Quickwin Digital Marketing: Answers to Your Top 100 Digital Marketing Questions [Paperback] Hanlon Annmarie (Author), Akins Joanna (Author)
<http://www.amazon.in/Quickwin-Digital-Marketing-Answers-Questions/dp/8120344812/>

3. The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly [Kindle Edition] David Meerman Scott (Author)
<http://www.amazon.in/The-New-Rules-Marketing-Applications-ebook/dp/B00DDQTKHM/>
4. Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment [Import] [Hardcover] Eric Greenberg (Author), Alexander Kates (Author)
<http://www.amazon.in/Strategic-Digital-Marketing-Tangible-Investment/dp/0071819509/>
5. Digital Marketing for Everyone: Connect With Your Customers, Grow Your Business & Demystify Social Media [Import] [Paperback] Eric Morrow (Author), Shannon Chirone (Author)
<http://www.amazon.in/Digital-Marketing-Everyone-Customers-Demystify/dp/1481253476/>
6. Strategic Digital Marketing [Paperback] Greenberg (Author)
7. SEO Made Simple (4th Edition): Search Engine Optimization Strategies: How to Dominate Google, the World's Largest Search Engine [Kindle Edition] Michael Fleischner (Author)
 8. <http://www.amazon.in/SEO-Made-Simple-4th-Edition-ebook/dp/B00IK1SIG4/>
9. Ultimate Guide to Optimizing Your Website (Ultimate Series) [Import] [Paperback] Jon Rognerud (Author)
 10. <http://www.amazon.in/Ultimate-Guide-Optimizing-Your-Website/dp/1599185202/>

19MBAMM 412 Strategic Brand Management

Module 1

10 Hours

Strategic Brand Management- What Is a Brand? - Why Do Brands Matter?-Can Anything be Branded?-What are the Strongest Brands? Why is Branding so Strategic?-What Does Branding Really Mean?-Branding Perspectives-Branding Challenges and Opportunities-The Brand Equity Concept-Strategic Brand Management Process -How Brands Create Value For the Customer and Marketers - Brand Identity- A Necessary Concept -Kapferer's Brand Identity Prism Model

Identifying and Establishing Brand Positioning & Values- Customer Based Brand Equity Model – Making a Brand Strong: Brand Knowledge-Sources of Brand Equity-Four Steps to Building a Brand-Creating Customer Value-Brand Positioning-Identifying and Establishing Brand Positioning-Positioning guidelines-Defining and Establishing Brand Mantras

Module 2**8 Hours**

Planning and Implementing Brand Marketing Programs -Choosing Brand Elements to Build Brand Equity-Criteria for Choosing Brand Elements -Options and Tactics for Brand Elements
Leveraging Brand Knowledge and Building Brand Equity -Concept of Leveraging-Using Secondary Brand Associations to Build Brand Equity-Conceptualising the Process
Company-Country of Origin and other Geographic Areas-Channels of Distribution-Co-Branding-Licensing-Celebrity Endorsement-Sporting, Cultural, and other Events-Third-Party Sources

Module 3**8 Hours**

Measuring and Interpreting Brand Performance-Developing a Brand Equity Measurement and Management System-The New Accountability-The Brand Value Chain Brand Audit-Designing Brand Tracking Studies-Establishing a Brand Equity Management System
Measuring Sources of Brand Equity- Capturing the Customer Mindset- Qualitative Research Techniques-Quantitative Research Techniques -Measuring Outcomes of Brand Equity: Capturing Market Performance- Comparative Methods-Holistic Methods

Module 4**6 Hours**

Designing and Implementing Branding Strategies- Brand Architecture -Brand Product Matrix- Brand Hierarchy-Designing a Branding Strategy-Using Cause Marketing to Build-Brand Equity
Brand Extension- Introducing and Naming New Products and Brand Extension- New Products and Brand Extensions- Need for Brand Extension- Forms of Extension- Category Related Extension- Advantages & Disadvantages- Evaluation of Extension

Module 5**7 Hours**

Brand Imitations- Types of Brand Imitations - First Movers' Advantages- Free Rider Effect- **Legal Brand Considerations**
Managing Brands over Geographic Boundaries and Market Segments-Rationale for Going International-Advantages & Disadvantages of Global Marketing Programs –Standardization versus Customization- Global Brand Strategy- Building Global Customer Based Brand Equity with the Ten Commandments of Global Branding

Reference Books:

1. Keller, Kevin Lane, *Strategic Brand Management, Building Measuring & Managing Brand Equity*, 4th Edition, PHI / Pearson Education.
2. Moorthi, Y L R., *Brand Management -The Indian Context*, Vikas Publication.
3. Jean, Noel, Kapferer, and Kogan, *Strategic Brand Management*, Page India.

4. Chunnawalla, C., *Brand Management*, HPH.
5. Kaptan, S S., S Pandey, *Brand Imitations*, HPH.
6. Kumar, S Ramesh, *Managing Indian Brands*, Vikas.
7. John Philip Jones, *What is in a Name? Advertising & The Concept of Brand*, Pearson/PHI

19MBAMM 413
Rural Marketing

- Module 1** **10 Hours**
Rural Marketing: A Conceptual Framework - Definition – Scope of Rural Marketing – Concepts – Evolution of Rural Markets in India-Components of Rural Markets – Classification of Rural Markets – Rural Vs. Urban Markets
Indian Rural Market: A Brief Overview - Population – Occupation Pattern – Income Generation – Location of Rural Population – Expenditure Pattern – Literacy Level – Land Distribution – Land Use Pattern – Irrigation – Development Programs – Infrastructure Facilities – Rural Credit Institutions – Rural Retail Outlets – Print Media in Rural Areas – Rural Areas Requirement – Problems in Rural Marketing – Rural Demand – Rural Market Index
- Module 2** **10 Hours**
Rural Consumer Behavior- Fundamentals of Consumer Behavior, Factors Affecting The Rural Consumer Behavior, Profile of Rural Consumer, Rural Shopping Habits-Consumer Insights.
Rural Marketing Strategies -Rural Marketing Segmentation – Product Strategies – Brand Management, Pricing Strategies – Distribution Strategies – Promotion Strategies. Marketing of FMCG and Durables
- Module 3** **05 Hours**
Innovation in Rural Markets - Corporate India in Rural Market; Governmental Bodies and Innovative Practices, Importance of Information Communication Technology in Rural Marketing, Ict Initiatives in Rural Markets- Itcs E-Choupal, Tarahaat, Project I-Shakti.
Rural Retailing - Emergence of organized Retailing, Kvic, Drivers of organized Retail formats. Examples of organized Retailing in India.
- Module 4** **05 Hours**
Understanding the social marketing – Defining social marketing, Steps in the strategic marketing planning process; **Analyzing the social marketing environment** – Determining research needs and options, Situational analysis

Module 5**9 Hours**

Selecting target audiences, objectives and goals – Segmenting, Evaluating and selecting the target audiences; Setting behavior objectives and goals; Identifying barriers, benefits, the competition, Influencing others

Developing social marketing strategies – Positioning, 4 Ps of social marketing

Prescribed text

1. Kashyap Pradeep, *The Rural Marketing Book*, Biztantra, New Delhi, 2006
2. Sameer Deshpande., *Nancy R Lee. Social marketing in India*. Sage. 2013

Reference Books:

3. Dogra Balam and Karminder Ghuman, *Rural Marketing- Concepts and Cases*, Tata Mcgraw Hill Publishing Co. Ltd,2007.
4. Gopaldaswamy T.N, *Rural Marketing; Environment, Problems and Strategies*, Wheeler Publishing, Allahabad.1998.
5. Acharya, S.S, and N.L.Agarwal., *Agricultural Marketing in India*, Third Edition, Oxford & Ibh Publishing Co Ltd., New Delhi,2001.
6. Ramkishen Y., *New Perspectives on Rural Marketing.*, Jaico Publishing House, Mubai,2002.
7. Sanal Kumar, Velayudhan, *Rural Marketing*, Sage Publications, New Delhi, 2002
8. Rahman Habeebur K.S, *Rural Marketing in India*, Himalaya Publishing House, New Delhi 2003
9. Singh, Sukhpal, *Rural Marketing Management*, Vikas Publishing House, New Delhi,2003
10. Nancy R Lee., Philip Kotler. *Social Marketing influencing behaviors for good*. Sage. Fourth edition 2012

19MBAMM 414**Logistics and Supply chain Management****Module 1: Introduction to Logistics and Supply chain Management****08 Hours**

Logistics: A System Concept, Objectives of Logistics Management, Customer Value chain, Logistics Function, Logistics for Business Excellence, Customer service phase in logistics., Supply Chain management process, role of Logistics in Supply chain, Mapping the Supply chain, E Business and Supply chain.

Module 2: Designing the Supply chain Network**10 Hours**

Designing the supply chain network: Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network designing the supply chain, factors affecting the network design decisions. Designing and Planning Transportation Networks, role of transportation, modes and their performance, transportation Infrastructure and policies, design options and their trade-offs, tailored transportation.

Module 3: Sourcing and Logistics design for distribution channels**08 Hours**

Role of Sourcing, Supplier scoring and Assessment, Supplier selection and Contracts, Sourcing Decisions, Distribution channel structure,; Common Channel structure., Channel members- channel

strategy- Logistics support to Distribution channel, International Shipping- characteristics and structure, containerization, international conventions and Indian Law, Maritime frauds and Unethical practices.

Module 4: Warehousing

06 Hours

Warehousing- A Logistical Challenge, Functions of Warehousing, Warehouse options, Warehouse Site Selection, Warehouse Layout design, Cold chain Infrastructure, Warehousing in India, Warehouse Decision Model.

Module 5: Recent trends in Logistics and Supply chain management

06 Hours

Logistics outsourcing: Benefits, third party logistics and fourth party Logistics, Selection of Service provider, logistics service Contract, Critical issues in Logistics outsourcing, E-commerce logistics- E-Logistics Structure and operation, Impact of technology on Logistics and Supply chain, reverse Logistics-Global Logistics- Strategic Logistics.

Note: Type of Question Paper for SEE: Objective type (Online)

Learning Resources

1. Chopra Sunil & Peter Meindl, Supply Chain Management, Pearson Education, 4th Ed., 2010.
2. John T Menzer, Supply Chain Management, Response Books ,Sage Publishers, 2001.
3. John J. Coyle, Edward J. Bardi and C. John Langley Jr. “The Management of Business Logistic. A Supply Chain Perspective” Thomson Asia, 7th Edition.
4. Vinod V. Sople, Logistics Management – The supply chain imperative, Pearson Education, New Delhi, 2009.

Financial Management Specialization

19MBAFM 421

Mergers and Acquisitions

Module 1

06 Hours

Mergers- Types of Merger – Motives Behind Mergers – Theories of Mergers – Operating, Financial and Managerial Synergy of Mergers – Value Creation in Horizontal, Vertical and Conglomerate Mergers – Internal and External change forces contributing to M & A activities, M & A – A Strategic Perspective- Industry Life Cycle and Product Life Cycle Analysis, M&A Decision- Strategic Approaches to M&A- SWOT Analysis, BCG Matrix, Porter’s Five Forces Model – Due Diligence in M&A Process.

Module 2

07 Hours

Corporate Restructuring – Different Methods of Restructuring – Joint Ventures – Sell off and Spin off – Divestitures – Equity Carve Out – Leveraged Buy Outs (LBO) , Simple Problems on LBO – Management Buy Outs – Master Limited Partnerships – Employee Stock Ownership Plans (ESOP).

Module 3**05 Hours**

Integration in Mergers and Acquisition – Types of Integration, Role of HRM in M&A Integration, Steps for Organizational Integration, Integration for M&A Success.

Module 4**10 Hours**

Valuation and Purchase Consideration - DCF method of valuation – Share Exchange Ratio – P/E Ratio – EPS – Merger as a Capital Budgeting Decision.
Purchase Consideration– Pooling of Interest Method, Purchase Method – Procedure laid down under Indian Companies Act of 1956.

Module 5**11 Hours**

Takeovers- Types- Hostile Takeover Approaches- Takeover Defenses – Defensive Measures – Anti-Takeover Amendments.
Procedural Aspects under the Company Rules, The Income Tax Act 1961 for M&A, SEBI Takeover Code.

Recommended Books:

1. Weston, Fred, Kwang S Chung and Susan E Hoag, *Mergers, Restructuring and Corporate Control*, 4th Edition, Pearson Education.
2. Damodaran, Ashwath, *Corporate Finance-Theory and Practice*, John Wiley & Sons.
3. Kamal Ghosh Ray, *Mergers & Acquisition Strategy, Valuation and Integration*, Eastern Economy Edition, PHI Learning Pvt. Ltd., New Delhi.

Further Readings:

1. Sudi, Sudarsanam, *Value Creation from Mergers and Acquisitions*,st Edition, Pearson Education, 2003.
2. Murthy, Krishna, Chandrashekar & Vishwanath. S.R, *Merger Acquisitions & Corporate Restructuring*, Sage Publication.

19MBAFM 422**Tax Management (A.Y: 2021-22)****Module 1****08 Hours**

Basic concepts: Assessment Year, Previous Year, Person, Assessee, Income, Charges on Income, Gross Total Income, Capital and Revenue Receipts, Residential status, Connotation of income, Deemed to accrue or arise in India, Incidence of tax, Tax Planning, Tax Evasion, Tax Management. (*Problems on Residential Status of Individual assessee*)

Module 2**09 Hours**

Explanation under various Heads of Income: Income from Salary (*theory, basic and full fledged problems*), Income from Other Sources (*theory only*)

Module 3**08 Hours**

Income under Capital Gain: Basis of charge, Transfer of capital asset, inclusion & exclusion from Capital Asset, Capital Gain, Computation of Capital Gains (*theory & problems*), Exemptions/deductions from capital gains

Module 4**07 Hours**

Income under the head Profit and gains of Business or Professions and its computation - basis - Method of accounting - Scheme of business deductions/ allowance - Deemed profits - maintenance of books, Depreciation (*Problems on computation of Income from Business/ Profession of Individual assessee and Depreciation*)

Module 5**07 Hours**

Setoff and Carry forward of losses - Permissible deductions under Chapter VIA - under section 80C to 80U (*basic problems*)

Computation of Taxable Income of a Company with special reference to MAT - Corporate div. Tax
Tax planning and Ethics: Tax planning considerations in respect of salary income - tax planning considerations in respect of business - tax planning for business deductions - concepts and significance of ethics in taxation - Fundamental ethical principles

Reference Books:

1. Vinod Singhania- Students Guide to Income Tax - Taxman Publications
2. Mehrotra & Goyal - Direct Tax - Sahitya Bhavan
3. Lal & Vashisht - Direct Tax - Pearson Ed. 28E.
4. V S Datey - Indirect Taxes - Taxman Publications, Recommended book for
5. Vinod Singhania - Direct Taxes - Taxman Publications
6. T N Manoharan - Students Guide to Income Tax - Snow White
7. How to deal with VAT- Kul Bushan - Pearson Education/PHI, 1/e
8. Income Tax Law & Practice, Mahesh Chandra & Shukla - Pragathi Publications
9. VAT - Dr.Pillai - Jaico Publications

19MBAFM 423**International Financial Management****Module 1****04 Hours****Global Financial Markets**

The Importance, Rewards & Risk of International business. Exchange rate regimes

Module 2**06 Hours****International Flow of Funds**

Balance of Payments (Determination of Current Account and Capital Account)-International Trade Flows- International Capital Flows- Agencies That Facilitate International Flows Equilibrium, Disequilibrium & Adjustment of Balance of Payment & Trade Deficits

Module 3**12 Hours****Foreign Exchange Markets and Exchange Rate Theories**

Foreign Exchange Trading- Cash & Spot Exchange Markets-foreign Exchange Rates & Quotation-forward Markets- Exchange Rate Behavior- Cross Rates- foreign Exchange Market Participants-Arbitrage Profit in foreign Exchange Markets- Buying and Selling Rate. International Parity Relationship- Interest Rate Parity, Purchasing Power Parity & Fisher Effects.

Module 4

12 Hours

Foreign Exchange Exposure

Brief review on risk and exposures, Hedging Against foreign Exchange Exposure – forward Market - Options Market- Currency Swaps Interest Rate Swap- Cross Currency Swaps- Hedging Through Currency of Invoicing- Hedging Through Mixed Currency Invoicing –Hedging Through Selection of Supplying Country

Module 5

05 Hours

Strategic Decision Making in International Finance

Foreign direct investment. Financing short-term and in long term. Managing net working capital. International trade finance.

Note: Type of Question Paper for SEE: Objective type (Online)

Reference Books:

1. Eun & Resnick, *International Finance Management*, 4/E, Tata Mcgraw Hill
2. Madura, Jeff, *International Finance Management*, 7/E, Thomson, 2004.

19MBAFM 424

Futures, Options and Other Derivatives

Module 1

10 Hours

Introduction to Derivatives Meaning - History of Derivatives in India- Need for Derivatives- Uses of Derivatives in Hedging, Trading and Arbitrage- - **Forward and Futures Contract**- Features and uses of forwards- Limitations- Forward Rate Agreement (FRA) and Range Forwards-Valuation of Forwards- Hedging and Speculation- Futures Contract- Features- Valuation of Futures, Mechanics of Buying & Selling Futures- Margins and Types of Margins-Pricing Futures- Basis and Spread- Hedging –Speculation- Arbitrage - Specification of Futures –Index Futures and Stock Futures- Meaning and use of Currency Futures and VIX Futures.

Module 2

11 Hours

Fundamentals of Options Contracts and Options Trading Strategies- Types of Options- Call and Put Options-American and European Options– Intrinsic Value and Time Value- Maximum and Minimum Value of Call and Put Options- Trading and Settlement- Options to Option Holders- Corporate Actions and Options- Put-Call Parity- Arbitrage Profits in Options - Mechanics of Options- Stock Options- Options on Stock Index- Options on Futures – Hedging & Trading Strategies Involving Options- Spreads and Combination Strategies - Option Pricing- Factors Affecting Option Pricing – Valuation of Options- Black and Scholes Model- Option Greeks- - Exotic Options.

Module 3**05 Hours**

Commodity, Interest rate, Weather and Energy Derivatives: Commodity Futures Exchanges and Regulation- Commodities Traded – Trading and Settlements – Physical Delivery of Commodities- Commodity Options- **Interest Rate Derivatives**- Uses- Forward Rate Agreements (FRA) - Interest Rate Futures, Options and Swaps- Interest Rate Caps, Floors and Collars and their uses.

Module 4**05 Hours**

Credit Derivatives - Uses and Significance of credit derivatives- Credit derivative products- Credit Default Swaps- Total Return Swaps- Credit Spread Options and Forwards- Collateralized Debt Obligations- Asset Backed Securities.

Module 5**08 Hours**

Swaps and Value at Risk- Meaning of Swap- Kinds of Swaps - Interest Rate Swaps- Commodity Swaps and Equity Swaps- Dividend Swap- Uses of Swaps –Comparative Advantage Principle-- Mechanics of Swaps – Advantages of Swaps- Valuation of Interest Rate Swap. Value at Risk (Var)- Measure- Historical Simulation- Model Building Approach- Linear Approach- Quadratic Model- Monte Carlo Simulation Method.

Note: Question Paper Type - Objective Type (Online)

Books for Study

Hull, John C., *Options Futures & Other Derivatives*, 7th Edition, Pearson Education, New Delhi, 2013.

Reference Books:

1. Vohra, N.D., & Bagri, *Options & Futures*, 2nd Edition, TMH, New Delhi, 2003.
2. Kumar, S.S.S., *Financial Derivatives*, PHI, 1st Edition, New Delhi, 2008.

Human Resource Management Specialization

19MBAHR 431 Organizational Design

Module 1**05 Hours**

Organization - Nature and scope – Definitions – Overview of various components and structure – Evolution of organization theory – Organizational theories

Module 2**10 Hours**

Organizational Effectiveness - Definition – Importance and approaches to organizational effectiveness – Goal attainment approach – The systems approach – The strategic approach – Constituencies approach – The competing values approach

Organizational Processes - Organizational work flow processes / business processes – Process re-engineering – Work flow as the basis for organizational design

Organizational Power, Conflict and Politics - Significance of Power And politics in organizations – Structural determinants of organizational power – Power imbalances – Sources of organizational conflicts - Managing organizational conflicts – Five major conflict resolution techniques

Module 3**07 Hours**

Organizational Design - Determinants of organizational design – Components of organizational design – Complexity – Formulization – Centralization – Types of organizational structures – Technological determinants of organizational design – Nature of technological influences – Technology and organizational structure Organizational strategy and structure – Strategy - structure link – Strategic choices – Strategic failures

Module 4**8 Hours**

Organizational decision making and strategy formulation - Organizational decisions – Operating decisions – Strategic decisions – Administrative decisions – Influences on organizational decisions – Approaches to organizational decision making – The normative / rational approach – The entrepreneurial approach – The political approach – The consensus building approach

Module 5**09 Hours**

Managing Organizational Culture - The Essence Of Organizational Culture – Definition – Functions – Types – Characteristics – Creating – Sustaining and transmitting culture
Managing Organizational Evolution - Growth and decline of organizations – Changing environment – Information / communication technology – Globalization and competition – Customer and quality – Managing growth and decline – Corporate restructuring – Mergers and acquisitions – Human face of mergers and acquisitions – Cultural and structural

Reference Books:

1. Organisation Structure and Design – P. G Aquinas, Excel Books New Delhi
2. Organization Theory – Structure, Design And Applications – Stephen Robbins – Pearson / PHI
3. Understanding Organizations – Madhukar Shukla – Pearson/PHI
4. Organization Theory And Design – Richard Daft – Thomson Learning
5. Organization Theory – Mary Jo Hatch – Oxford Publication
6. Organization Theory – Richard Hall – Pearson/PHI
7. Designing Organizations – Philip Sadler – Kogan Page India Ltd
8. Organizations: Structure, Processes And Outcomes - Richard Hall – Pearson/PHI
9. Managing Radical Change – Sumantra Ghoshal, Gita Piramal – Viking Penguin India
10. Re-Engineering The Organizations – Jeffery N Lowenthal – TMH
11. Fourth Eye – Excellence Through Creativity – Pradip N K Khandwalla – Wheeler Publishers

19MBAHR 432**Performance Management****Module 1****05 Hours**

Performance - Determinants of Performance - Performance dimensions - Performance Management – Characteristics - Contribution - Dangers of poorly implemented PM Systems – PM and PA - Performance management process - Performance management and strategic planning

Module 2

05 Hours

Performance Appraisals - Approaches to measuring Performance - Diagnosing the causes of poor Performance - Differentiating task from contextual Performance - Choosing a Performance measurement approach - Measuring results and behaviours - Gathering Performance information - Implementing Performance management system

Conducting Staff Appraisals: Introduction - Need - Skills required - The role of the appraiser - Job description & job specification - Appraisal methods - Raters errors - Data collection - Conducting an appraisal interview - Follow up & validation - Present thoughts & future directions

Module 3

10 Hours

Performance Analysis – Scope - Performance Coaching – Principles – Techniques - Self Development - Performance management & employee development - Personal Development plans - 360 degree feed back as a developmental tool - Performance management & reward systems: Performance linked remuneration system

Performance Counselling - Concept – Conditions - The need for Performance counselling - Role of the Performance consulting – Stages – Mentoring – Benefits - Performance linked career planning & promotion policy

Module 4

10 Hours

Introduction to Competency: Definition of competency - characteristics - types - Competencies for Competitive Advantage - Myths about Competency - History of Competency; **Developing Competency Models:** Various Models - Development of the Personal Competency Framework – Transcultural Managerial Competencies

Issues Related to Developing Competency Models: Goal—Quality or Excellence, Development Effort Periodic or Continuous, Assessment a Continuous Process or One-time Endeavour, Competencies Reflecting Current Activities or Future Activities, Time Frame for the Project – Results – Value addition for organization and employees – determinants of success – desired outcomes – ownership of the process – target, involvement, assessment and validation

Module 5

9 Hours

Competency-based Application: Position Requirement - HR Competence Audit - Analysis Position Fulfilment - Performance Management - Promotion

Formation of a Competency Framework: Sources of Competency Information - Behavioural Event Interview - Established Models; **Competency Mapping and Assessment Centres:** History of Assessment Centre - Types of Exercises

Required Books:

1. Herman Aguinis, Performance Management, Pearson Education, 2007.
2. Sangvi Seema, A handbook of Competency mapping, Response Books, 2004

Additional Resources:

1. Lance A. Berger & Dorothy R. Berger, The Talent Management Hand Book, Tata Mc-Graw Hill
2. T. V. Rao, Appraising & Developing Managerial Performance, Excel Books
3. TV Rao et all, 360 degree feedback & assessment & development Centres, Volume I, II and III, Excel Books
4. Dixit Varsha, Performance Management, Ist edition, Vrinda Pubilcations Ltd.
5. Shermon Ganesh, Competency Based HRM, TMH, 1st Edition, 2004
6. Lyle M. Spencer, Signe M. Spencer, Competence at work (1993), John Wiley and Sons Inc
7. Radha Sharma, 360 Degree feedback, Competency Mapping and assessment Centres, Tata Mc-Graw Hill

**19MBAHR 433
Recruitment and Selection**

Module 1

12 Hours

The human resource planning process. Indicators and trends. Ascertaining demand and supply in human resource. Causes of demand, forecasting techniques and human resource requirements. Organizational and external factors affecting recruitment. Sources of methods of recruitment. Assessing recruitment methods. Estimation of internal supply and external supply. Linking human resource planning with strategic human resource management.

Module 2

06 Hours

Job analysis and design. Job analysis information and use. Collection of job analysis information. Application of job analysis information. Job analysis techniques.

Module 3

07Hours

Influences on recruitment and selection. Selection as a process. Techniques and tools used in recruitment process – tests and interview techniques, Background verification and references, Validity and reliability of selection methods.

Module 4

06 Hours

Ethical issues in recruitment & Selection process, e.g. equal opportunity, unfair discrimination, data protection. Methods for using information in selection decisions.

Module 5

08Hours

Influences on recruitment and selection. Selection as a process. Techniques and tools used in recruitment process – tests and interview techniques, Background verification and reference checks, Orientation programmes and orientation follow-up. Employee placement: promotions, transfers and demotions. Separations: attrition, layoffs and termination. Validity and reliability of selection methods.

Suggested Readings:

Heneman, Herbert G., III, & Judge, Timothy A. (2009). Staffing Organizations. McGraw-Hill Irwin.
Stewart, C.J. and Cash, C.J. Jr., Interviewing: Principles and Practices, McGraw-Hill, 2000.

19MBAHR 434**Training and Development****Module 1****08 Hours**

Introduction - Objectives and Benefits of Training - The Role of Training in Organizations - Place of Training in Organizational Structure - A Training Process Model - Difference between Training and Development.

Training Needs Analysis - Why conduct Training Needs Analysis? - When to Conduct a Training Need Analysis? - Where to Look for Performance Discrepancies? - The Framework for Conducting a Training Needs Analysis: Organizational Analysis - Operational Analysis - Person Analysis - Gathering Training Needs Data - Outcomes of Training Needs Analysis.

Module 2**08 Hours**

Training Design - Factors - Organizational Constraints - Developing Objectives - Training objectives - Facilitations of Learning-Focus on Trainee - Facilitation of Learning-focus on Training Design - Facilitation of Transfer-focus on Training - facilitation of Transfer Focus on Organizational Intervention - Design theory - Outcomes of Design

Training Methods - Techniques and Aids - Approaches to Training - Matching Methods with Outcomes. Lectures and Demonstrations – Straight Lectures - Discussion Methods - Demonstrations

Computer – Based Training-Programmed Instruction - Intelligent Tutoring Systems - Interactive Multimedia - Virtual Reality

Module 3**08 Hours**

Games and Simulations – Equipment Simulators - Business Games - In-Basket Technique - Case studies - Role Play - Behavior Modelling. On-The-Job Training – Job Instruction Technique - Apprenticeship Training - Coaching - Training The Trainer For On-The-Job Training. Audio Visual Enhancements to Training.

Development a Implementation of Training - Facilities – The Training Room - Off-Site Training Facilities - The Strategy – Alternatives - Implementation – Dry Run - Pilot Program - Tips For Trainers - Training Policy.

Module 4

08 Hours

Trainer's Skills And Styles - Attitude knowledge and Skill Competence of Trainer - Communication Skill - Questioning Skill - Body Language Gestures - Handling Difficult Situation - Creativity Skills - Technical Skills - Interpersonal Skills - Managerial Skills - Designing Skills-Feedback Sensitivity. Personal Needs of Trainers - Different Training Styles adopted by a Trainer - Trainer's Role - Trainer and Motivation.

Validation a Evaluation of Training - Validation Concepts - Types – Methods - Rationale For Evaluation - Need - Principles - Criteria - Objectives - Approaches - Resistance to Evaluation - Types of Evaluation Instruments - Types of Evaluation Data - Evaluation Designs - Training Audit

Module 5

07 Hours

Management Development - Focus on Management Development - Approaches to Management Development - Management Development Implications - Sources of Knowledge and Skill - Special Needs of Technical Manager - Training for Executive Level Management. Workplace Diversity and Training.

Reference Books

1. Effective Training, P Nick and Blanchard, Pearson Education
2. Training for Organizational Transformation, Rolf Lynton and Udai Pareek, Sage Publications, New Delhi.
3. Training in Practice, A H Anderson, Infinity Books
4. Training and Development, ISTD Publications-Excel Books
5. An Introductory Course in Training and Training Methods for Management Development – ILO Publication – Sterling Publications (P) Ltd.

Banking Specialization

19MBABF441

E-Banking Issues and IT Laws

Module 1

07 Hours

Fundamentals of Criminal Behavior and cyber-crime:

Nature and fundamental principles of crime – Theories of Criminal Behaviour - Cyber-crimes – definition, scope and growing dimensions – Cyber Criminals and characteristic- Nature and Types of cyber-crimes - Cyber Crime Techniques; Computer insecurity and computer attacks; Internet Crimes and Internet Frauds; Computer Hacking and Hackers; Social Engineering; Digital signatures and forgery.

Module 2**08 Hours****Emerging Banking Environment and Vulnerability:**

Development in Banking Industry and Banking operations – Payment and Settlement; E-commerce, Online Banking and Crimes; Banking Software crimes, Computer Hacking – browsing, password cracking, session hijacking, man in the middle attack, Website hacking, DOS, DDoS, Source code theft - On-line banking crimes and Frauds - Spamming – Phishing - identity theft, cyber money laundering, intercepting electronic communication, Accounting frauds, forgery and counterfeiting; Vulnerability in Banks - Bank Failure and its impact on the system.

Module 3**07 Hours****Cyber Forensics and Investigation:**

Introduction to Cyber Forensic Investigation, Investigation Tools, e-Discovery, Digital Evidence Collection, Evidence Preservation, E-Mail Investigation, E-Mail Tracking, IP Tracking, E-Mail Recovery, Encryption and Decryption methods, Search and Seizure of Computers, Recovering deleted evidences, Password Cracking.

Module 4**Cyber Security in Banks:****09 Hours**

Introduction to Cyber Security, Implementing Hardware Based Security, Software Based Firewalls, Security Standards and Best Practices, Assessing Threat Levels, Penetration Testing Security Controls – Preventive, Detective and Corrective controls; Forming an Incident Response Team, Reporting Cyber-crime, Operating System Attacks, Application Attacks, Cryptanalytic Attacks; Reverse Engineering & Cracking Techniques - Cryptography- Encryption- Public Key Infrastructure (PKI), Key Management - IS Security and IS Audit - Global initiatives and development.

Module 5**08 Hours****Cyber Crimes and Legislative Framework:**

Salient features of IT Act, 2000 and latest amendments – offenses and penalties – Amendments to Indian Evidence Act, 1872 - Amendments to Indian Penal Code, 1860 - Amendments to Bankers Book of Evidence Act, 1891 - Amendments to RBI Act, 1934 - Civil and criminal liability of cyber crime - Challenges of legislative, law enforcement and justice system – Indian and International Initiatives.

Books and References:

1. VermaAmita, Cyber Crimes and Law, Central Law Publications, Allahabad, 2009.
2. Dasgupta .M. , Cyber Crimes in India – A Comparative Study, Eastern Law House, Kolkata, 2009.
3. Barkha and Mohan Rama.U., Cyber Law and Crimes – IT Act 2000 and Computer Crime Analysis, Asia Law House, Hyderabad, 2009.

4. Eoghan Casey, Digital Evidence & Computer Crime, Forensic Digital Science, Computers and the Internet (Academic Press, 2000) Text Book
5. Cyber Crimes and Fraud Management, Macmillan, 2012.

19MBABF442
International Banking

Module 1

09 Hours

International Banking and Financial Institutions: International Banking: Origin and Evolution of International banking – Global trends as reasons for growth of international banking – financial activity following real-sector transactions – Regulatory, Tax and Supervisory explanations – Definitions – Growth and future prospects of International banking – Need for regulation of international banking in the current scenario. **International financial institutions** – The World Bank Group – International Bank for Reconstruction and Development (IBRD) – IDA – IFC – MIGA – International Monetary Fund (IMF) in brief – Lending facilities – BIS – ADB - AfDB.

Module 2

07 Hours

Risk Management in International Banking: Risk Management: Risks in Banking – Credit risk, Market risk, Settlement risk, Liquidity risk, Operational risk, and Legal risk – Need and importance of credit rating – Asset Liability Management (ALM) – Importance of ALM – off-Balance Sheet items – off-balance sheet risk – Asset/Liability and International Banking operations.

Module 3

09 Hours

International Banking Operations: Off-shore financial centres – Rationale – Characteristics of offshore financial centres – Types of offshore centers – Benefit and reasons for growth – Factors of success – Tax Havens – Major Offshore Financial Centres – International Banking facilities – Special Economic Zones (SEZs) – Regulatory concerns. **Correspondent banking** – Origin and Growth of Correspondent banking – Challenges for correspondent banking – clearing house functions – payments and collections – credit services – foreign exchange services – other facilities. **Foreign Bank Branches' operations:** Factors behind overseas branch expansion – Objectives of abroad branches – constraints faced by overseas operations.

Module 4

08 Hours

International Payment Arrangements: International Transfer and Payment Systems: International Payment Arrangements - Society for Worldwide Interbank Financial Telecommunication (SWIFT) - SWIFT messaging. Payment methods in International Trade – Cash in advance - Letter of Credit (L/C) - Documentary collection - Open account or credit – Countertrade or Barter.

Module 5

06 Hours

International Banking - recent trends: Basel III compliance by Banking Industry across the globe - Shadow Banking - Issues pertaining to provisioning and non- performance assets - cross-border terrorism.

BASIC TEXT BOOKS AND REFERENCES:

1. A.W. Mullineux & Victor Murinde. (2003). Handbook of International Banking. ISBN 1840640936 Edward Elgar Publishing.
2. Cheol Eun& Bruce G. Resnick. (2012). International Financial Management, 6e. ISBN 9780078034657 McGraw Hill Education.
3. Indian Institute of Banking & Finance. International Banking Operations. ISBN 9780230632585 Macmillan Publishers India.
4. Jane Hughes & Scott MacDonald. (2002). International Banking: Text and Cases. ISBN 9780201635355 Prentice Hall.

Information Technology Specialization

19MBAIT 451

Information System and Information Security (39 hours)

1. **Introduction to Information System:** The Role & Perspectives on Information Systems; Types of Information Systems; Enterprise Application. Early information systems – limitations; Organization of Database, Components of Database Management Systems, Data Models, Database Architecture, Schema, Entity Relation model, dataflow diagram. Systems for Decision Support: Group Decision Support Systems; Executive Support Systems, Managing Knowledge & Collaboration (05 hours)
2. **Datawarehouse and IT infrastructure:** From Data Resource Management to Business Intelligence – Data Warehouses; Data Mining; Multi-dimensional Data Analysis;
Additional Reading - Anasonic creates a single version of truth from its data
IT Infrastructure & Emerging Technologies: Evolution of IT Infrastructure; Cloud Computing Era; Technology Drivers; Concept of SMAC – Social, Mobile Analytics and Cloud, Competitive Advantage through Information Technology: IT & Porter’s Competitive Force Model; IT & Porter’s Value Chain Model; IT & Business Strategy Alignment
Enterprise Business Systems: ERP, CRM, SCM
Simulation workshop for demonstration of IT in Retail (10 hours)

3. **Database Security and Risk Analysis**: Database Security, Transaction processing, Concurrency control, locking techniques, database back-up and recovery, database security issues, access control, authorization, Distributed databases, Risk Assessment - --Risk Treatment---System of Risk Controls (Disaster Recovery, Business Continuity Plan (10 hours)
4. **Risk Management**: Risk Management, Grade of Risk, Level of Threat, Constraints, Balancing Risks and Countermeasures Standards, Risk Management Life Cycle approach, Threat and vulnerability management (4 hours)
5. **Business Intelligence tools**: Business Intelligence Tools: Types – spreadsheets, reporting and quarrying software, OLAP, data mining, data warehousing concepts, decision engineering, process mining, business performance management, local information system. (10 hours)

Reference Books:

1. Management Information System Haag, Cummings, Phillips McGraw Hill, 6th Edition
2. Management Information Systems Laudon and Laudon, 10th Edition, Pearson
3. Business Intelligence: A Managerial approach, [Efraim Turban](#), [Ramesh Sharda](#), [David King](#), Pearson Prentice hall, 2007 edition

19MBAIT 452

IT Business Development and Contracting (39 hours)

1. **Sales in IT**: Sales Strategy in IT, Software product and Services-Value added resellers (VAR's), Typical sales scenario in ERP implementation project. (6 hours)

2. **Pricing of IT products and services**

“Seven P”s of marketing in IT products and services, Overview of Pricing, Price Theory, Pricing Process–Pricing objectives, Pricing policies, Pricing strategy and Pricing methods/Models, Impact on Revenue recognition, Determining costs, Software Effort/Price estimation techniques, Pricing Maintenance and support projects, Pricing NRE projects, Discounting, Pricing discrimination-Academia pricing, International Pricing, Bundling-Product bundling and Price bundling, Price wars, Price capping, Price protection, Pricing strategies in existing market , pricing strategies for new markets, Current Market trends in Pricing, Shifting trends- Implication to Software vendor

Class Activity: Determining costs involved in a software project/company

Class Activity: Effort Estimation and Pricing a deal using Excel (Simulated from tools) **(03 hours)**

3. Contract Management life cycle

Cases/ Scenarios to understand the importance of Contract, Stages in contract Management life cycle- Pre award phase, award phase and post award, Roles and responsibilities, Contract types-Fixed price, Time and material, Capped T&M, Importance of contract administration – managing outsourcing engagements . Contract termination and exit clauses.

Class Activity: Analyzing a sample IT project contract **(10 Hours)**

4. Understanding RFP's and Proposals

Understanding Proposals, Persuasive Proposal Writing, Responding to an RFP, Developing a Value proposition, Contents of the Proposal, Structuring a Proposal, Testing the soundness of a proposal, Different types of proposal, Why every proposal is different, Proposal writing process in a software company

Class Activity: Analyzing a sample IT project proposal **(10 hours)**

5. Technology components and Ethics

Technology components in IT business: ERP, Cloud computing-SaaS, IaaS, PaaS, MaaS, cloud computing concepts-clustering, web applications, terminal services., Internet of Things, Virtual reality, Augmented reality

Issues connected with obsolescence, Ethical practices in pricing-Do's and Don'ts. The role of talent management and its impact on pricing **(10 Hours)**

Recommended Books:

1. Daniel Shefer -Articles
 - ✓ http://www.shefer.net/Articles/Pricing_for_Software_Product_Managers.pdf
 - ✓ http://www.shefer.net/Articles/Product_and_Pricing_Strategies.htm
2. http://www.pwc.dk/da_DK/dk/publikationer/assets/software-pricing-trends-2007.pdf
2. Robertson & Robertson “Mastering the Requirement Process” Addison Wesley

3. Leslie P. Willcocks, Sara Cullen, and Andrew Craig “The Outsourcing enterprise”
4. Karl E. Wiegers, “Software Requirements”, Microsoft Press
5. Software Engineering – A Practioner’s Approach – Roger Pressman
6. Aligning IT Solutions with Business Processes – A Methodological Approach – Venky Shankararaman, Pearson

References:

1. Power Pricing. By: Robert J. Dolan & Hermann Simon.
2. Pricing – Making Profitable Decisions. By Kent B. Moore.
3. The Strategy and Tactics of Pricing. By: Thomas Nagle & R. Holden.