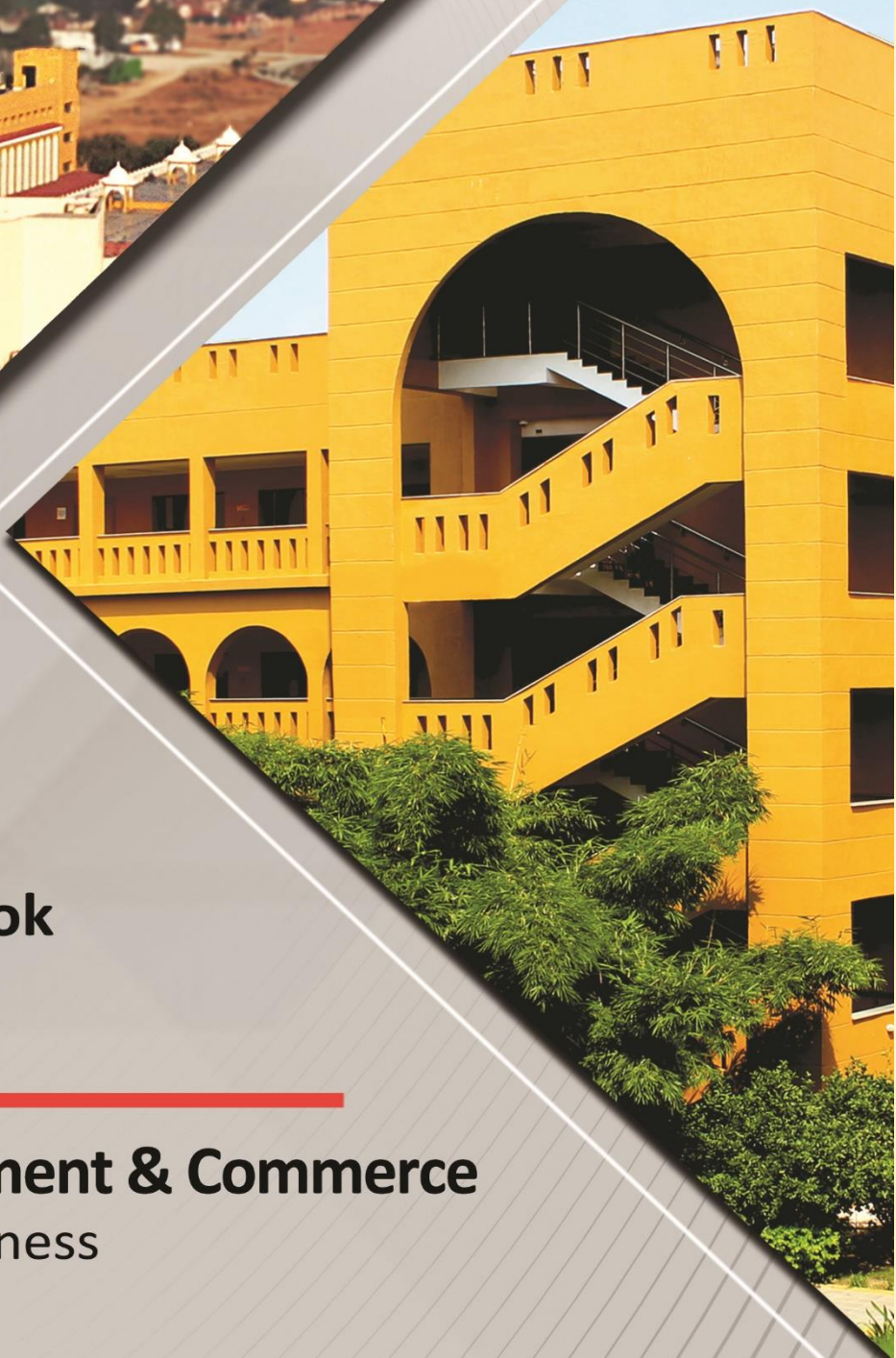
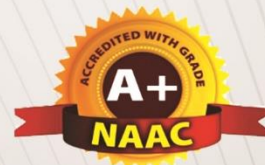




MANIPAL UNIVERSITY  
JAIPUR

Established under the Manipal University Jaipur Act (No. 21 of 2011)



**Academic Handbook**

**2020-21**

**Faculty of Management & Commerce**  
**TAPMI School of Business**

[www.jaipur.manipal.edu](http://www.jaipur.manipal.edu)



# The Manipal Legacy

The Manipal Education Group is one man's dream- Dr. Tonse Madhav Ananth Pai. His dream is converted to India's largest education township with more than 24 institutions of learning. The Manipal Education Group is an established leader in the field of education, research and healthcare. In a span of over six decades, it has transformed the lives of more than 3,00,000 students from over 59 countries. The group includes five Universities - Manipal Academy of Higher Education (MAHE, Karnataka), Sikkim Manipal University (Sikkim), American University of Antigua (Caribbean Islands), Manipal International University (Malaysia) and Manipal University Jaipur (Rajasthan).

The University has off-campus in Mangalore and Bengaluru, and off-shore campuses in Dubai (UAE) and Melaka (Malaysia). The Mangalore campus offers medical, dental, and nursing programs. The Bengaluru campus offers programs in Regenerative Medicine. The Dubai campus offers programs in engineering, management and architecture, and the Melaka campus offers programs in medicine and dentistry. Manipal Group is proud to build up a multi-disciplinary university in Jaipur, offering courses across disciplines. Each institute of the group has world class facilities and pedagogy, which are constantly reviewed and upgraded to reflect the latest trends and developments in higher education.





# Manipal University Jaipur

Manipal University Jaipur (MUJ) was launched in 2011 on an invitation from the Government of Rajasthan, as a self-financed State University. MUJ has redefined academic excellence in the region, with the Manipal way of learning; one that inspires students of all disciplines to learn and innovate through hands on practical experience.

Jaipur, being one of the fastest growing cities in India, has increasing demand for quality higher education in the region. Following an allotment of 122 Acres of land at Dehmi Kalan village near Jaipur, the permanent campus of the University has come up at a fast pace and is by far one of the best campuses in the region.

The multi-disciplinary university offers career-oriented courses at all levels, i.e., UG, PG and doctoral and across diverse streams, including Engineering, Architecture, Planning, Fashion Design, Fine Arts, Hospitality, Humanities, Journalism and Mass Communication, Basic Sciences, Law, Commerce, Computer Applications, Management, etc. Some PG programmes are available in research mode.

MUJ boasts of best-in-class infrastructure, including state-of-the-art research facilities and a modern, digital library. In line with Manipal University's legacy of providing quality education to its students, the campus uses the latest in technology to impart education.



## VISION

“Global Leadership in Higher Education  
and Human development”

# Leadership



**Dr. G.K. Prabhu**  
President



**Dr. N.N. Sharma**  
Pro-President



**Dr. H. Ravishankar Kamath**  
Registrar



**Dr. S. Hanumantha Rao**  
Dean (FoMC)



**Dr. Ajay Kumar**  
Director (Academics)



**Dr. Sumit Srivastava**  
Controller of Examination

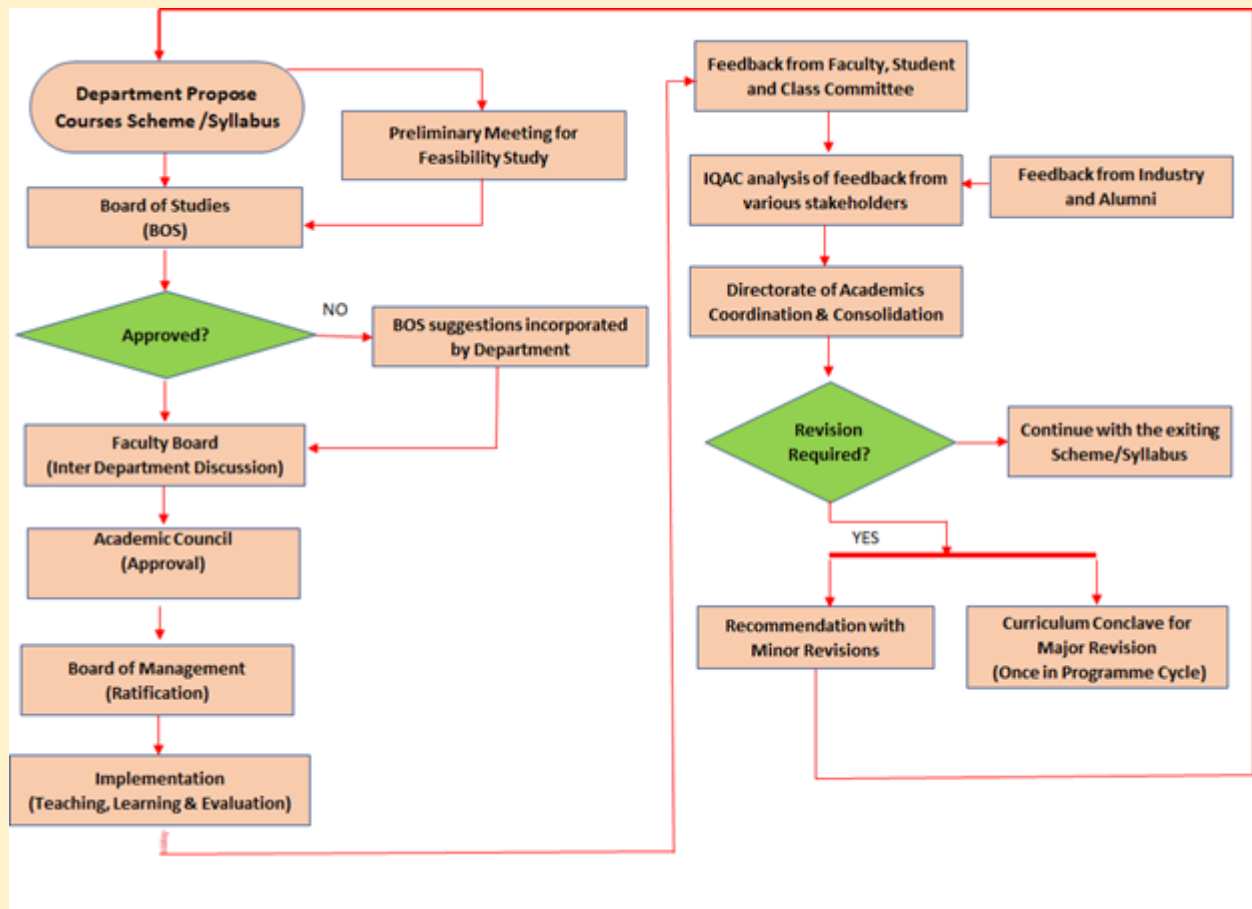
# Academics at MUJ

MUJ has consistently and diligently worked to imbibe the best practices of preparing and updating course curriculum with the aid of the best academic and intellectual talent available in academia. At the outset, it is essential to emphasize that the practice of curricula updating is cyclic and comprehensive with meaningful inputs from all stakeholders. Manipal University Jaipur follows a unique Choice Based Credit System (CBCS) which allows flexibility in the education system. It allows the students to aim and choose courses of their own choice which can be an inter-disciplinary, intra-disciplinary, or skill-based course. The intradisciplinary courses are the Program Elective course, inter-disciplinary courses are being offered as Open Electives courses and the skill-based courses are the minor projects which give hands-on experience. This system not only offers to study the core subjects but also allows exploring various other courses which will enhance the creativity and overall development of a student. The University practices comprehensive and standardizes procedures to design a new curriculum and revise and amend the existing ones at regular intervals keeping in the mind the Program Outcomes and Program Specific Outcomes.

The DoA publishes the Academic Handbooks (year wise) which includes the academic rules and regulations, along with schemes and syllabi for each program running in the university. Each year this academic handbook is revised/updated to incorporate any change or add new programs/courses. This handbook is a joint effort of the core and nucleus members of the DoA, viz. **Dr. Sony Kulshrestha, Dr. Shilpi Birla, Dr. Alok Bhargava, Dr. Neha Singh, Dr. Siddhartha Koduru and Director Academics Prof. Ajay Kumar.**

A flow chart has been shown which summarizes the curriculum design and development at Manipal University Jaipur.

# Curriculum Design & Development



# Contents

<i>The Manipal Legacy</i>	<i>i</i>
<i>Manipal University Jaipur-Overview</i>	<i>ii</i>
<i>Leadership</i>	<i>iii</i>
<i>Academics at MUJ</i>	<i>iv</i>
1. Overview	1
2. Academic Regulations	2-8
3. MBA course structure	9-11
4. Course syllabus	12-34
<i>Appendix: Notes</i>	35

# TAPMI School of Business

TAPMI School of Business (TSB) has been established under the mentorship of TMA PAI Management Institute (TAPMI) with a vision to make it a world class center of excellence in business management education. TSB is one of the top emerging B-Schools in the country. It imbibes excellence in management education in its entirety and adopts all the academic characters of TAPMI, Manipal in its functioning. TSB is an institution that believes in making business education highly relevant in the global context, through constant course updates, regular industry interaction and hands- on exposure.

The school provides a rich learning environment comprising a portfolio of pedagogical tools that includes classroom interactions, case study discussions, role play, group discussions, film shows, games, field projects and seminars by various industry experts and eminent academicians. It lays emphasis on experiential learning. The learning environment, curriculum, ambiance etc. are conducive for the all-round growth of students as required by the corporate world.

**“Our focus at the TAPMI School of Business at MUJ is on equipping the graduates of today for the careers of tomorrow.”**

*Prof Sudhendar Hanumantha Rao*  
(Dean FoMC)



## **ACADEMIC REGULATIONS FOR TAPMI SCHOOL OF BUSINESS-2019 Onwards**

### **1. ACADEMIC PROGRAMMES**

Under Faculty of Management and Commerce (FoMC) the university offers Management of Business Administration (MBA).

- 1.1. The duration of the programme is 6 trimesters.
- 1.2. The maximum duration for a student for complying with the Degree requirement is the actual duration of the academic programme plus 2 years from the date of joining.

### **2. ADMISSION PROCEDURE**

- 2.1 The candidate must have a Bachelor's degree (those who are pursuing must submit the evidence of passing by October 31, 2020) in any discipline from a recognized university with a minimum of 50% marks in aggregate and preferably a valid score from any aptitude test (CAT/MAT/CMAT/XAT/GMAT).

### **3. ELIGIBILITY FOR ADMISSION**

- 3.1. Indian Nationals: Based on the performance in academics (X, XII & Graduation), entrance test, group work, personal interview, presentation and English comprehension test, a merit list will be drawn to select the students for the programme. Any previous work experience will be given due weightage.
- 3.2. Foreign/NRI Candidates: As per the AICTE regulations, 5% of the total seats are reserved for foreign/NRI category. Under this category, MUJ admits NRI sponsored students whose parents, blood relatives or parents' family could sponsor them. Sponsors are required to submit a Notarized Affidavit stating their relationship with the candidate. Payment is to be made in US Dollars from the sponsor's bank account. The admission process shall be the same as followed for Indian National Students.

### **4. SPECIALIZATIONS OFFERED**

- 4.1. A student is offered dual (Major & Minor) specialization in Marketing or Finance or Human Resource Management or Management & Technology with other courses on offer from basket of courses.
- 4.2. Offer of a particular specialization/elective is subject to minimum students opting for the specialization/elective.

### **5. ACADEMIC PROCESS**

#### **5.1 Registration:**

- 5.1.1 The Students have to register for the courses with the department at the commencement of each trimester on the day notified in the academic calendar.

#### **5.2 Pre-registration:**

- 5.2.1 Students need to pre-register for elective courses with the department for the next trimester as notified in the academic calendar.

- 5.3 **Withdrawal of course registration:** A student who has registered for a course, but desires to withdraw the registration, will be permitted to do so at any time after the registration, but at least seven days before the commencement of the first sessional examination notified in the Academic Calendar.

#### **5.4 Academic Term:**

- 5.4.1. Each trimester has a specified course structure.
- 5.4.2. The first year MBA course structure is common for all the students.
- 5.4.3. The medium of instruction for all courses offered is English.
- 5.4.4. The students will undertake dedicated 12 weeks Summer Internship programme after the completion of the third trimester.

#### **5.5 Course Numbering:**

- 5.5.1 The courses offered by MBA Department are coded with 2 letters (MB) indicating the department offering the course followed by 4 digits
- 5.5.2 First digit indicates the level (6-7) second digit indicates the trimester (1-6) and last two digits indicate the course code.

Example: MB6301: indicates MBA first year, third trimester and last two digits indicate further the course name.

#### **5.6 Credit Based System:**

- 5.6.1 Each course, theory as well as practical, is expressed in terms of a certain number of credits. The credits are determined by the number of contact hours per week.

For theory courses: 1 Credit = 1 Hour lecture per week and

for practical courses: 1 Credit = 2 Hours contact hours per week

- 5.6.2 Course work in each trimester is expressed in terms of a specified number of credits. A student successfully completes a particular trimester when he/she earns all the credits of that trimester. A student earns full credits for a subject registered if he/she secures letter grade E or higher.
- 5.6.3 Promotion of a student to higher trimesters is based on securing a prescribed minimum number of credits. A student should have earned 32 credits of the total 54 credits assigned for the first year to be eligible for promotion into second year.

#### **5.7 Assessment:**

- 5.7.1. Student performance is continuously assessed in all courses, based on class participation, assignments, lab work, class tests, in trimester tests, quizzes, End Term project, live project, and end-trimester examinations, which contribute to the final grade awarded in the course. The academic performance of a student is assessed by the course instructor(s) concerned.
- 5.7.2. The student performance in each theory course is evaluated out of 100 marks, of which 60 marks are for in-trimester assessments and 40 marks are for end-trimester assessment
- 5.7.3 Course Instructors are to give the complete course plan approved by the HoD to the students, at the beginning of the trimester. Course plan includes lesson plan & evaluation plan of the course offered.
- 5.7.4 Course instructors are to give regular feedback on the performance of students.
- 5.7.5 The performance of a student in a course is reflected in the Letter Grade awarded.

#### **5.8 Attendance Requirements:**

- 5.8.1 Students are expected to attend every lecture, tutorial and practical class scheduled for them. Attendance will be recorded for every class in every course they attend.

5.8.2 A student with less than 75% attendance in individual courses shall not be permitted to write the end trimester examination in that course and will be given DT Letter Grade in the course.

5.8.3 The aggregate percentage of attendance of the student during the trimester will be entered in his/her grade sheet of that trimester

### 5.9 Grading System:

5.9.1 10-point grading system shown is used for awarding letter grade in each course.

Letter Grade	A+	A	B	C	D	E	AP	F/I/DT
Grade Points	10	9	8	7	6	5	0	0

AP: Audit Pass F: Failure I: Incomplete DT: Attendance shortage

5.9.2 The overall performance of a student in each trimester is indicated by the Grade Point Average (GPA) which is the weighted average of the grade points obtained in that trimester expressed as

$$GPA = \frac{\sum_{i=1}^n C_i G_i}{\sum_{i=1}^n C_i}$$

where,

n=number of courses graded per trimester

C = Course credits

G = Grade points

5.9.3 The overall performance of the student for the entire programme is indicated by the Cumulative Grade Point Average (CGPA) which is the weighted average of the grade points obtained across all trimesters till date

$$CGPA = \frac{\sum_{i=1}^N C_i G_i}{\sum_{i=1}^N C_i}$$

where, N=Total number of courses graded till date

5.9.4 A student who earns a minimum of 5 grade points (E grade) in a course is declared to have successfully completed the course and earned the credits assigned to it.

5.9.5 A total of 40% marks is essential for a student to be awarded a passing grade in any theory course and also a student should score a minimum of 40% i.e. 16 out of 40 in the end trimester examination

5.9.6 A student who is eligible for, but fails to appear in, the end-trimester examination, will be awarded 'F' Grade. However, if he/ she fails to appear in the end trimester examination due to valid reasons, (including medical, non-payment of dues or other family reasons) he/she will be awarded an 'I' (incomplete) grade. Relaxation to the award of 'I' grade is permissible, only if prior approval has been obtained before the start of the examinations.

5.9.7 If a student is not eligible to appear in the end-trimester examination owing to his/her not fulfilling the minimum attendance requirements in any course, he/she will be awarded a 'DT' grade (detained) and has to re-register for the course(s) at the next available opportunity.



5.9.8 A student should have appeared for the end-trimester examination of the prescribed course of study (mere appearance in the continuous assessment tests is not sufficient) to be eligible for the award of a passing grade in the course. A separate minimum of 35% of marks in the end trimester examination is essential for awarding a passing grade in a theory course.

#### **5.10 Evaluation of Summer Internship Project and Dissertation**

The students will have to compulsorily undertake 12 weeks Summer Internship Programme (SIP) after the completion of third trimester. The SIP coordinator sets up faculty committees to evaluate the SIPs along with their presentation of the students. The external guide from the company also evaluates each student for 20% marks out of 100 marks. The students need to do dissertation during the sixth trimester in their specialized area under faculty guidance. The faculty concerned will evaluate the student on the basis of project and presentation for 100 marks.

#### **5.11 Class Committee:**

5.11.1 For first and second year of M.B.A. programme a class committee is constituted by the HoD. The committee is formed with a senior faculty of the Department as Chairman & Course Coordinators/Course Instructors of all courses & student representatives as members.

5.11.3 Course Coordinator: If there is more than one section, one of the senior faculty members is nominated by the HOD as Course Coordinator.

5.11.4 Functions of the Class Committee:

5.11.4.1 The class committee will meet twice in a trimester.

5.11.4.2 The first meeting will be held two weeks after the first-class test/mid-term examination to collect feedback and improve the effectiveness of the teaching learning process. Performance of the students in the tests may also be analyzed.

5.11.4.3 The Chairman of the class committee should send the minutes of the class committee meeting to the Director (Academics) through the Head of the Department after each class committee meeting.

5.11.4.4 The second meeting is to be held to analyze the performance of the students in all courses of study and grade finalization. However, the student representatives are exempted from this meeting.

5.11.4.6 The CoE will declare the results after processing.

#### **5.12 Section Committee:**

4.12.1 Each section of every trimester will have a Section Committee, consisting of the Section Coordinator, faculty members handling both theory and practical classes for that section and student representatives as members.

4.12.2 The Section Coordinator will be a senior faculty member who teaches at least one subject for that section. The Section Coordinators will be nominated by the HoDs, who will administer the functioning of all the Section Committees.

4.12.3 The section committee will meet periodically to review the overall effectiveness in the conduct of classes.

#### **5.13 Faculty Advisors:**

5.13.1 To help the students in planning their courses of study and for general advice regarding academic programmes the Head of the Department will assign one to two senior faculty members in the IV trimester who will be Faculty Advisors for the batch.

5.13.2 Faculty Advisor for a particular batch will continue till the regular students complete the programme.

**5.14 Academic Probation and Termination of the registration to the programme:**

5.14.1 A student who is not eligible for promotion from first year to second year for reasons of not having earned the prescribed minimum number of credits will be required to discontinue the academic programme temporarily. In such case he/she will be put on academic probation for the next academic year and a warning letter shall be issued.

5.14.2 If a student is repeating a trimester/s due to poor academic performance, he/she will also be put on academic probation.

5.14.3 The student put on academic probation shall be periodically monitored and mentored by the faculty advisor. He/she can re-join the academic programme after fulfilling the academic requirements.

5.14.4 At the end of the academic probation year, if a student fails to acquire the minimum credits to get promoted to 2<sup>nd</sup> year, his/her registration for the academic programme shall be terminated.

**5.15 Re-joining a Programme:** A student who discontinues the academic programme for any reason and re-joins the programme at a later date shall be governed by the rules, regulations, courses of study and syllabi in force at the time of his/her re-joining the programme.

**5.16 End-Trimester Examination:**

5.16.1 The end trimester examination will be conducted only in the courses offered in the current trimester.

5.16.2 Only students with attendance  $\geq 75\%$  will be permitted to appear for the end trimester examination.

5.16.3 A separate minimum of 40% of marks in the end trimester examination is essential for awarding a passing grade in a theory course.

5.16.4 A course successfully completed cannot be repeated for grade improvement. However, in special cases students may be allowed to reject and repeat the entire trimester with the consent of HoD/ Deputy Director (Academics).

**5.17 Make-up examinations:**

5.17.1 Make-up Examinations are conducted both for the first and second years in subsequent trimesters without detrimental to the class work routine.

5.17.2 Students who get F or I grade in their ETE, are allowed to take these Make-up Exam.

5.17.3 Grades Applicable in Make-up Examination

5.17.3.1 The grade boundaries for Make-up Examination courses conducted along with Regular ETE will be the same as those for Regular ETE courses.

5.17.3.2 All students who appear in these Examinations (except those having I grade in the ETE), will be awarded one grade lower than what they have secured. However, a student who secures an E grade will retain the same grade.

**5.18 Re-registration of courses:**

5.18.1 Students with F/I/DT Grade are allowed to re-register for subjects of lower trimester along with their regular term subjects by paying the prescribed fees.

5.18.2 Students may not be permitted to re-register in courses if there are clashes in the timetable.

5.18.3 The prevailing re-registration course-wise fee will have to be paid by the student.

5.18.4 Students need to attend regular classes in all such cases and have to submit assignments and tests along with the regular students.

5.18.4 Students are allowed to register for a maximum of 32 credits in a given trimester.

5.18.5 Students are eligible to get actual graded in re-registered courses.

**5.19 Withholding of Results:** Results will be withheld when a student has not paid his/her dues or there is a case of disciplinary action pending against him/her.

**5.20 Eligibility for the Award of Degree:**

5.20.1 A student will be eligible for the award of the degree if:

5.20.1.1 He/she earns the required number of credits specified for all trimesters.

5.20.1.2 He/she has paid all dues to the Institute.

5.20.1.3 No case of disciplinary action is pending against him/her.

5.20.2 A student has to secure 102 credits for obtaining MBA degree.

5.20.3 Minimum CGPA for Graduation is 5.0 and the Maximum that can be earned is 10.

5.20.4 However, in the credits system class/rank is not awarded.

**6. Transfer of credits:**

6.1 The courses credited elsewhere, in Indian/Foreign University/ Institutions/Colleges by students during their study period at Manipal University Jaipur may be counted towards the credit requirements for the award of degree.

6.2 Students can earn external credits only from Indian/Foreign Universities/Institutions with which MUJ has a MoU for the above purpose.

6.3 The credit transferred will reduce the number of courses to be registered by the student at Manipal University Jaipur. The guidelines of such transfer of credits are as follows:

6.3.1 An MBA student with consistent academic performance and  $CGPA \geq 7$  can credit the courses approved by the Board of Studies (BoS) concerned and ratified by Faculty Board (FB) in TSB, Manipal University Jaipur, in other institutions during 2<sup>nd</sup> year.

6.3.2 Credit transferred will not be used for GPA/CGPA computation. However, credit transferred will be considered for the overall credit requirements of the program.

6.3.3 Credit transfer can be considered only for the courses at same level or above.

6.3.4 Student must provide all details for the course which he is requesting for credit transfer along with the acceptance letter for the scrutiny of the BoS concerned, before proceeding for the course.

6.3.5 Maximum number of credits that can be transferred by a student shall be limited to the number of credits earned in the corresponding trimester in MUJ. However total credit earned at completion of degree should not be less than the required credit for award of degree. In case a student has earned more credits from other universities/ educational Institutions/ Research Institutions, the student may indicate his/her preference for credit transfer. However, the decision of the Dean (FoMC) in this regard shall be considered as final.

6.3.6 Student has to pass all such courses for which credits transfer is to be made.



6.3.7 Credit transfer availed by a student shall be properly recorded on the academic record(s) of the student.

## **7. Termination from the programme**

A student shall be required to leave the institute without the award of the degree, under the following circumstances.

- 7.1 If a student fails to acquire minimum number of credits required to get promoted to next higher trimester at the end of academic probation year.
- 7.2 If a student fails to acquire the requirements for the completion of the degree within the maximum permissible period.
- 7.3 If a student is absent for more than 6 weeks at a stretch in a trimester without sanctioned leave.
- 7.4 Based on disciplinary action, on recommendation of an appropriate committee and approved by the President of the University.

### M.B.A. Curriculum 2020

YEAR	FIRST TRIMESTER						SECOND TRIMESTER					
I	Course Code	Course Name	L	T	P	C	Course Code	Course Name	L	T	P	C
	MB6101	Self-Development & Personal Growth	1	0	4	3	MB6201	Macro-Economic Environment	3	0	0	3
	MB6102	Managerial Economics	3	0	0	3	MB6202	Management Accounting	3	0	0	3
	MB6103	Accounting for Managers	3	0	0	3	MB6203	Operations Management	3	0	0	3
	MB6104	Business Analysis & Decision Making	2	0	2	3	MB6204	Marketing Management – II	3	0	0	3
	MB6105	Marketing Management – I	3	0	0	3	MB6205	Human Resource Management	3	0	0	3
	MB6106	Organisation Behaviour	3	0	0	3	MB6206	Business Communication - II	0	0	2	1
	MB6107	Business Communication - I	0	0	2	1	MB6207	Legal Aspects of Business	3	0	0	3
			15	0	8	19			18	0	2	19
	Total Contact Hours (L + T + P)			30*			Total Contact Hours (L + T + P)			30		
	THIRD TRIMESTER											
	MB6301	Business Research Methods	2	0	2	3						
	MB6302	Financial Management	3	0	0	3						
	MB6303	Entrepreneurship and New Venture Planning	3	0	0	3						
	MB6304	Strategic Management	3	0	0	3						
	MB6305	Information Management for Business	3	0	0	3						
	MB6306	Business Communication - III	0	0	2	1						
			14	0	4	16						
	Total Contact Hours (L + T + P)			30								
Total Credits for First Year = 54												

YEAR	FOURTH TRIMESTER						FIFTH TRIMESTER					
II	Course Code	Course Name	L	T	P	C	Course Code	Course Name	L	T	P	C
	MB7470	Summer Internship	0	0	8	4	**** **	Electives (M / F/ HR)				
	**** **	Electives (M / F/ HR)					MB75XX	Elective – I				3
	MB74XX	Elective – I				3	MB75XX	Elective – II				3
	MB74XX	Elective – II				3	**** **	Other Electives				
	MB74XX	Elective – III				3	MB75XX	Elective - I				3
	MB74XX	Elective – IV				3	MB75XX	Elective - II				3
	MB74XX	Elective – V				3	MB75XX	Elective - III				3
	**** **	Other Electives										15
	MB74XX	Elective - I				3						
	MB74XX	Elective - II				3						
						25						
	Total Contact Hours (L + T + P) + E *1 class is of 1 Hour			10 + 31.15 = 41.15			Total Contact Hours (L + T + P) + E			18.45		
	SIXTH TRIMESTER											
	MB7671	Dissertation	0	0	6	3						
	MB7640	Business Leadership	3	0	0	3						
	MB7641	Business Analytics	1	0	2	2						
			4	0	8	8						
	Total Contact Hours (L + T + P)			15								
Total Credits for Second Year = 48												

Total credits to be earned in 2 years = (54 + 48) = 102 credits



4 <sup>th</sup> Trimester Electives		
S. No.	Course code	Marketing
1	MB 7440	Consumer Behaviour
2	MB 7441	Sales Management
3	MB 7442	Marketing Channels
4	MB 7443	Product and Brand Management
5	MB 7444	Digital Marketing
6	MB 7445	Services Marketing
		<b>Finance</b>
7	MB7446	Financial Statement Analysis and Corporate Valuation
8	MB7447	Financial Modelling
9	MB7448	Security Analysis and Portfolio Management
10	MB7449	Fixed Income Securities
11	MB7450	Behavioural Finance
		<b>Management of Technology</b>
12	MB7444	Digital Marketing
13	MB7452	E-Commerce
14	MB7447	Financial Modelling
		<b>Human Resource</b>
15	MB7453	Human Resource Planning
16	MB7454	Performance Management
17	MB7455	Compensation Management
18	MB7456	HR Processes and Practices
19	MB7457	Labor Laws
20	MB7458	Recruitment and Selection

5 <sup>th</sup> Trimester Electives		
S.No.	Course Code	Marketing
21	MB7540	Marketing Research
22	MB7541	Retail & Merchandise Management
23	MB7542	Strategic Marketing
24	MB7543	Integrated Marketing Communication
25	MB7544	B2B Marketing
26	MB7545	Marketing Analytics
		<b>Finance</b>
27	MB7546	International Financial Management
28	MB7547	Financial Risk Management
29	MB7548	Project & Infrastructure Finance
30	MB7549	Introduction to Fintech
31	MB7550	Banking and Insurance
		<b>Management of Technology</b>
32	MB7549	Introduction to Fintech
33	MB7551	HR Analytics
34	MB 7545	Marketing Analytics
		<b>Human Resource</b>
35	MB7551	HR Analytics
36	MB 7552	Organization Change and Development
37	MB 7553	Training and Development
38	MB 7554	Industrial Relations
39	MB 7555	Competency Mapping

### Trimester – I

#### **MB6101 SELF-DEVELOPMENT & PERSONAL GROWTH [3 0 0 3]**

Introduction to Managerial Skill: Concept Types and Importance. Developing Self Awareness. Key dimensions and self-awareness, important areas of self-awareness, diagnostic surveys, skill analysis and skill application. Communicating Supportively. Concept and Importance, coaching, counselling and consulting, eight principles of supportive communication, Effective Assertive communication, skill: Analysis, Practice and application. Managing Stress: Major elements of stress, Managing stress, eliminating stress, Situational stressors & anticipatory stressors, developing resilience, diagnostic surveys for managing stress, skill analysis practice and application. Solving Problems and Creativity: Steps in solving problems, limitations of the rationale problem solving models, creativity and innovation: concepts, models, processes, Blocks to creativity, diagnostic surveys for creative problem solving, analysis and practice of the skill. Interpersonal skills: Concept, types and importance, Using diagnostic (FIRO B) tools to assess skills, analysis and practice of interpersonal skills. Leadership Skills: Types of leadership, transformational leadership, Gaining power and influence, Strategies for gaining organizational power, transforming power into influence, Diagnostic surveys for assessing leadership skills, skill analysis, practice and application. Managing Conflict: Sources of management conflict, resolution styles of conflict, and diagnostic surveys of managing conflict, skill analysis, practice and application.

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1. C. L. Bovee, J. V. Thill, *Business Communication Today*, (14e), Pearson Education, 2017.
2. P. D. Chaturvedi, M. Chaturvedi, *The Art & Science of Business Communication: Skills, Concept & Applications*, (4e), Pearson Education, 2017.
3. G. S. Chauhan, S. Sharma, *Soft skills: An Integrated Approach to Maximize Personality*, (1e), Wiley Publishing, 2016.
4. R. V. Lesikar, M. E. Flatley, K. Rentz, P. Lentz, N. Pandey, *Business Communication*, (13e), Tata McGraw Hill, 2015.
5. S. Ober, *Contemporary Business Communication*, (7e), Cengage Learning, 2007.

#### **MB6102 MANAGERIAL ECONOMICS [3 0 0 3]**

Need for Managerial Economics, Scarcity and decision making Basic problems of the economy, Economic Systems, Production Possibility Curve, General and Partial Equilibrium analyses, Demand and Supply analysis: Definition of demand, Law of demand and its determinants and exceptions, movement along the demand curve and shift in demand curve. Definition of supply, Law of supply, Movement along the supply curve and shift in supply curve, Factors affecting supply, Market equilibrium. Application of demand and supply analysis. Concepts of elasticity of demand and supply, degree of elasticity and kinds of elasticity of demand, determinants measurements & types , Practical implication, Relationship of Revenue and elasticity of demand, demand forecasting. The Consumer Behavior (Application): Introduction to Consumer Behavior, Utility approach and basic theories under Cardinal Approach, Ordinal Approach, Consumer's equilibrium using Indifference Curve analysis, Decomposition of price effect using Hicks and Slutsky models, Application of Indifference curve analyses Production Cost and Revenue: Production Functions, Law of Variable Proportions, returns to scale and economies of scale and economies of Scope .Isoquants, Least cost combination, Expansion path, Economic Region of Production, Costs, types of costs , Short run costs and long run cost, Revenue Analysis –TR, AR and MR, and break even analysis Market Structure and pricing policy Types of markets, Perfect competition, features, price determination and equilibrium in the short run and the long run under Perfect Competition, Monopoly, features, equilibrium condition, Price discrimination , Monopolistic Competition, features, equilibrium, Duopoly, Oligopoly, Non Collusive and Collusive oligopoly models, Pricing strategies.

#### **References:**

1. D. Salvatore, *Managerial Economics in a Globalized Economy*, (9e), Oxford University Press, 2018.
2. M. N. Gregory, *Principles of Microeconomics*, (8e), Cengage Publishing, 2018.
3. M. Baye & J. Prince, *Managerial Economics & Business Strategy*, (9e), McGraw Hill, 2017.
4. Truett and Truett, *Managerial Economics – Analysis, problems and cases*, (8e), Wiley Publishing, 2007.

### **MB6103 FINANCIAL ACCOUNTING FOR MANAGERS [3 0 0 3]**

Objectives and Uses of Accounting, Advantages and Limitations of Accounting, Concepts and Conventions of Accounting, Basic Accounting Terminology, Double Entry System of Accounting, Accounting Equation, Accrual and Cash Basis of Accounting, Accounting Standards, Accounting Policies, (GAAP and US GAAP), Accounting Terminologies, Accounting Standards. Preparation of Accounting Books and Financial Statements: Accounting Concepts and Conventions, Journal, Books of Accounting, Ledger, Preparation of Trial Balance, Income Statement and Balance Sheet, Presentation of Financial Statements, Financial Statements of Companies, Annual Reports of Companies, Limitations of Financial Statements, Single and double entry book system. Financial Statement Analysis-I: Financial Ratio Analysis: Objectives of Financial Statement Analysis, Techniques and Tools of Financial Statement Analysis – Ratio Analysis – Profitability Ratios, Activity Ratios, Liquidity Ratios, Solvency Ratios, Measure of Degree of Indebtedness, Measure of ability to Service Debts, Profile of Profitability of Firms : Du Pont Analysis Financial Statement Analysis-II: Statements of Changes in Financial Position: Funds Flow Statement (FFS) with Schedule of Changes in Working Capital and Funds from Operations; Cash Flow Statement (CFS) – Importance and Relevance of CFS, Direct and Indirect Method of preparing CFS Financial Statement Analysis-III: Trend analysis, Common Size analysis, Quality of financial reporting, Quality of earnings analysis, Balance sheet under Companies Act vs. Balance sheet under Income Tax Act Inventory Valuation: LIFO, FIFO, Average and Weighted Average Method of Inventory Valuation and Preparation of Stores Ledger Depreciation Accounting: Causes for Depreciation, Need for Depreciation, Methods of Depreciation: Straight line method, Written Down Value Method and Annuity Method, Year to Year digit method, ICAI Guidelines on Depreciation, Window Dressing in Financial Statements: Meanings, Benefits and Techniques in window dressing, Ethics in Accounting.

#### **References:**

1. R. N. Anthony, D. F. Hawkins, K. A. Merchant, *Accounting: Text and Cases*, (12e), Tata McGraw Hill, 2011.
2. M. Bamber, S. Parry, *Accounting and Finance for Managers: A Decision Making Approach*, (2e), Koganpage, 2018.
3. C. T. Horngren, G. L. Sundern, J. A. Elliott, D. R. Philbrick, *Introduction to Financial Accounting*, (11e), Pearson, 2017.
4. P. M. Collier, *Accounting for Managers*, (5e), John Wiley & Sons, 2015.
5. R. N. Anthony, D. F. Hawkins, K. A. Merchant, *Accounting: Text and Cases*, (12e), Tata McGraw Hill, 2011.

### **MB6104 BUSINESS ANALYSIS & DECISION MAKING [3 0 0 3]**

Introduction to Data and their Characteristics: Data Description; Describing categorical and numerical data, data representation and their measures – frequency distribution, graphs, histogram, boxplot, mean, mode, median, Variability – quartile deviation, variance, standard deviation, coefficient of variation, Measures of association - correlation, scatter diagrams. Sampling & Statistical Inferences: Sampling and Estimation; Generating random samples, The normal distribution, The central limit theorem, Confidence intervals for estimating population mean, population proportion; Hypothesis Testing; Hypothesis tests for single population mean, proportion, using P-values, Hypothesis test comparing two population means, proportions, t and F. Probability: Introduction to probability; Joint, Conditional and marginal probabilities, Bayes' theorem, Discrete distributions – Binomial, Poisson, Continuous distributions – Uniform, Normal, Exponential. Data Analysis & Decision Making: ANOVA – One way and two way analysis, Chi- Square test –  $\chi^2$  Goodness-of-fit test, Decision making under uncertainty & risk: Expected monetary value, Expected value of perfect information, Bayesian analysis, Decision trees. Regression & Time Series Analysis: Estimation and interpretation of simple and multiple regression models, components of time series and quantitative methods of Forecasting

#### **References:**

1. D. R. Anderson, D. J. Sweeney, T. A. Williams, J. D. Camm, J. J. Cochran, *Statistics for Business and Economics*, (13e), Cengage Learning, 2018.
2. D. M. Levine, D. F. Stephan, K. A. Szabat, *Statistics for Managers Using Microsoft Excel*, (8e), Pearson, 2017.
3. R. I. Levin, D. S. Rubin, S. Rastogi, M. H. Siddiqui, *Statistics for Management*, (8 e), Pearson, 2017.
4. R. A. Stine, D. Foster, *Statistics for Business: Decision Making and Analysis*, (2e), Pearson, 2017.



**MB6105: MARKETING MANAGEMENT –I [3 0 0 3]**

Introduction to marketing: Nature and Scope of Marketing, Core Marketing Concepts, Selling vs. Marketing, Marketing-Mix, Marketing Environment Analysis, Developing Marketing Strategies and Plans  
Customer's orientation: Building Customer Value, Satisfaction and Loyalty, Consumer Behavior and Buying Decision Process, Marketing Research and Segmentation: Marketing Research Process, Importance and Application, Levels and Selecting Market Segments and Targeting, Developing Value Proposition and Positioning Strategy, Positioning Strategy Differentiation Strategies, Product Life-Cycle, diffusion of innovation, Product mix, Pricing: Objectives, Methods of pricing. Pricing for strategic gains

**References:**

1. P. Baines, C. Fill, S. Rosengren, P. Antonetti, *Marketing*, (5e), Oxford University Press, 2019.
2. M. J. Etzel, B. J. Walker, W. J. Stanton, A. Pandit, *Marketing*, (14e), McGraw Hill 2017.
3. P. Kotler, K. L. Keller, A. Koshy, M. Jha, *Marketing Management*, (14e), Pearson Education, 2014.

**MB6106 ORGANIZATION BEHAVIOR [3 0 0 3]**

Introduction to Organization Behavior: Introduction to self, Johari window model; Interpersonal Relations - Transactional analysis; Emotional intelligence; Personality: concepts nature, types and theories of personality, Dimensions of Organization Behavior: Attitude: Concept, Process and Importance; Learning: concepts and theories of learning; Perception: concept nature, processes; Motivation: concept, principles and theories-content and process; leadership Theories, Organization Dynamics and Environment: Decision Making and Problem Solving; Stress Management Individual in the group: Group dynamics; Organizational conflict: concepts sources, and types; Individual in the organization: The Environment and Organization Structure: Models of Environment Construction: Burus & Stalker, Lawrence & Larch, Duncan's Models organizational power and politics, Organizational Change and Management: Concept of Organization Change, Factors affecting change; Organizational Development; New forms of Organizations, Organizational Culture.

**References:**

1. F. Luthans, B. C. Luthans, K. W. Luthans, *Organizational Behavior*, (13e). Information Age Publishing, 2015.
2. J. W. Newstrom, *Organizational Behavior: Human Behaviour at work*, (14e), McGraw Hill, 2014.
3. F. Luthans, *Organizational Behavior*, (12e), McGraw Hill, 2011.
4. M. R. Carrell, D. F. Jennings, C. Heavrin, *Fundamentals of Organizational Behavior*, (1e) Prentice Hall International Inc, 1997.

**MB6107 BUSINESS COMMUNICATION [0 0 2 1]**

Introduction to Communication: Class Exercises & Discussions. Introduction to Writing: Class Exercises & Discussions. Elements of Presentation: Class Exercises & Discussions. Presentation: INTRODUCTION: Presentation by Students & Feedback. Presentation: BODY: Presentation by Students & Feedback. Presentation Skills: Presentation by Students & Feedback

**References:**

1. C. L. Bovee, J. V. Thill, R. L. Raina, *Business Communication Today*, (13e), Pearson, 2017.
2. R. V. Lesikar, M. E. Flatley, K. Rentz, P. Lentz, N. Pandey, *Business Communication*, (13e), Tata McGraw Hill, 2015.

**Trimester – II****MB6201 MACROECONOMIC ENVIRONMENT [3 0 0 3]**

Introduction: Objectives and instruments of Macroeconomics, Challenges for managers from micro and macro environment aspect, Stock and flow variables. Measuring National Output; Income: flow of income and expenditure in two, three and four sector model, Concepts of National Income, Methods for measuring National Income, Importance and problems of measuring national income, Real Vs. Nominal GDP. GDP deflator, Consumer Price Index and Whole Sale Price Index, The theory of employment, Consumption: The classical theory of employment, Keynes's attack of classical theory and the Keynesian theory of employment output and income. Consumption, Saving and

Investment and Multiplier: Consumption function, Saving and Investment functions and Keynes's Determination of National Income and multiplier The consumption function, its forms and factors influencing consumption function, The saving function The investment function The MEC schedule and rate of interest , Keynes's determination of national income in two , three and four sector model Investment or government multiplier, tax multiplier, Balanced budget multiplier and transfer multiplier. Money and Banking: Definition of Money, Functions of money, Money supply and components of Money Supply, Measurement of Money Supply- money multiplier, High power money and theories of demand for money. Credit creation by Commercial banks. Inflation: Measurement, types, causes effects and measures to control inflation, Philips curve. Monetary and Fiscal Policies: Monetary policy, objectives, instruments Fiscal policy its objectives and instruments and budget and its implication. Trade Cycles and Unemployment: Meaning of Trade Cycles, Phases of Business Cycles, Meaning of Unemployment and types of Unemployment and unemployment in different Trade Cycles. The IS and LM model: Product market equilibrium (IS), money market equilibrium(LM), Simultaneous equilibrium in both the markets Two market equilibrium, Three market equilibrium with government, Four market equilibrium with foreign sector , Shift and slope in IS and LM curve, effect of monetary and fiscal policies on IS and LM Balance of Payments and International Trade: BOP and its accounts disequilibrium in BOP and measures and need for international trade. Exchange rate determination, Fixed vs. Flexible exchange rate, Nominal and real exchange rate.

#### References:

1. Mankiw N.Gregory, *Principles of Macroeconomics*, (4e) Thomson, 2007
2. Dornbusch Rudiger, Fischer Stanley and Starz Richard, *Macroeconomics*, TATA McGraw Hill, 2005
3. D'Souza Errol, *Macroeconomics*, Pearson Education, 2008
4. D.N. Dwivedi *Macroeconomics Theory and Policy*, TATA McGraw Hill Education 2009

#### **MB6202 MANAGEMENT ACCOUNTING [3 0 0 3]**

Introduction: Comparison of Management Accounting with Financial Accounting and Cost Accounting, Decision making process and Management Accounting, Information needed by Management Accounting, Types of Costs: Direct, Indirect, Prime Cost, Material Cost, Labour Cost & Overhead Cost, Product Costing Systems: Job Order Costing, Accumulation of costs in job order costing, Illustration of job order costing system; Process Costing, Flow of costs, Process costing vs. job order costing, Concept of equivalent units, Illustration of process costing, Issues in process costing, Financial Planning and Forecasting: Long Term Financial Planning, Short Term Financial Planning, Financial Forecasting, Steps in Financial Planning. Budgeting and Budgetary Control – Classification of Budgets, Preparation of Fixed and Flexible Budgets, Purchase Budget, Sales Budget, Production Budget, Cash Budget – A Tool of Cash Planning, Master Budget, Cost-Volume- Profit (CVP) Analysis: Techniques of CVP Analysis, Contribution and Margin Analysis, BEP Analysis, Margin of Safety Application of CVP Analysis in Decision Making, Extension of CVP analysis to Multi-Product Situations, Cost Structures and Profit Sensitivity to Volume Changes Absorption Costing and Variable Costing: Absorption costing income statement vs. Variable costing income statement, Reconciling between incomes under absorption costing and variable costing, Standard Costing and Variance Analysis: Standard costs for direct materials and direct labour; Cost Variance Analysis for direct materials and direct labour, Relevant Cost and Choice Alternative Decisions: Relevant Costs, Product Decision: Making - Special Sales Order Problem, Product Continue or Shut Down Decision, Make or Buy Decision, Joint Product Decision, Product Mix Decision

#### References:

1. M.Y Khan, P.K Jain, *Management Accounting: Text, problems and Cases*; (4e); Tata McGraw Hill, 2016
2. R.P Rustagi, *Management Accounting*, Taxman, 2017
3. S.N Maheshwari, S.K Maheshwari, *A Textbook of Accounting for Management*, Vikas Publishing House, 2006
4. P.S Ananthanarayanan *Management Accounting*, Oxford, 2015

#### **MB6203 OPERATIONS MANAGEMENT [3 0 0 3]**

Introduction to Operations and Supply Chain Management: How operations relates to other functional areas of an organization, relationships that exist between various factors that affect operations of a business organization, managing a supply chain, supply chain performance factors, Capacity and Layout Planning: Demand forecasting, strategies for managing capacity to meet demand, capacity and facility design, facility location models decision

support tools, optimizing layout design to meet customer demand, optimizing layout to improve capacity utilization. Introduction to Project Management: Project Management principles, utilizing work breakdown structures (WBS) to identify project schedule, different types of project management methods, scheduling using Gantt Charts, PERT; CPM, Introduction to Materials Management: Material requirements planning, interaction with production planning and control, purchasing processes, materials forecasting, inventory management fundamentals, Just In Time manufacturing, warehouse management, Quality Management Systems: Total Quality Management fundamentals, Cost of Quality concept, process variation, process capability, process control, utilizing Lean Six Sigma for processes to meet customer specifications, Quality Function Deployment

**References:**

1. Russell & Taylor, *Operations Management: Creating Value along the Supply Chain*, Wiley 2011
2. Lee J. Krajewski, Larry P. Ritzman, *Operations Management: Processes and Value Chains*, Prentice Hall India, 2018
3. Norman Gaither, Greg Frazier, Study Guide, *Operations Management*, (9e) Thomson South- Western, 2002
4. Slack and Lewis, *Operations Strategy*; (4e) Pertinence Hall, 2007
5. James R. Evans and William M. Lindsay, *The management and control of quality* (6e), South- Western College, 2004

**MB6204 MARKETING MANAGEMENT-II [3 0 0 3]**

Promotion: Branding, Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations, Key Marketing elements: Physical distribution and channel management, contemporary channels, AIDAS model, Sales Process and Marketing Funnel, Marketing Applications: Marketing of Services, Rural Marketing, CRM, e-Marketing, B2C, B2B and C2C, Marketing through Internet, International Marketing. Contemporary issues in marketing and Ethics in marketing. Introduction to Retail marketing, e retailing, New age media, ethics in marketing, Customer value. Meet the Industry leader

**References:**

1. Kotler, Lane, Abraham Jha, *Marketing Management*, Pearson Education, 2012
2. Baines, *Marketing*, Oxford University Press, 2014
3. Ramaswamy, Namakumari, *Marketing Management: Global Perspective, Indian Context* (4e) Macmillan Publishers India, 2009
4. Etzel, M.J, Walker B.J, Stanton W.J, Pandit, A, *Marketing*; (14e) McGraw Hill, 2001

**MB6205 HUMAN RESOURCE MANAGEMENT [3 0 0 3]**

Acquisition of Human Resource: Introduction to Human Resource Management: Meaning; Significance; Objectives; Evolution and Development of Personnel Management and HRM; Difference between H.R.M., H.R.D, and Personnel Management; Key Roles, Functions and Activities of HRM; Strategic Human Resource Management; Acquiring Human Resources: HR Planning, Job Design, Job Analysis, Role Analysis; Recruitment; Selection; Induction & Placement, Talent Management and Retention strategies, Developing Human Resource: Performance Measurement and Reward Systems- Introduction, Performance Drivers, Reward Management, Performance Appraisals: process; tools; errors; Potential Appraisal; Career Planning and Development; Succession Planning; Training Human Resources – Phases of Training, Need Assessment, Training Methods and Evaluation, Compensating Human Resources: Job Evaluations, Compensation Administration; Incentive Plans and Fringe Benefits; Workers Participation in Management; Employee empowerment, Managing Industrial Relations & Contemporary issues in HRM: Dynamics of Industrial Relations; Discipline and Grievance Management; Collective Bargaining; Trade Unions; Industrial Disputes. Work-life Balance, Human Resource Accounting and Audit; Latest trends of HRM.

**References:**

1. Gilley, Jerry W., Steven A. England, Ann Maycunich Gilley, *Principles of human resource development*, (2e) Basic Books, 2002
2. D.K Bhattacharyya, *Human resource planning*; Excel Books India, 2009
3. G S Sudha, *Human Resource Management*; RBD Publications, 2011

**MB6206 BUSINESS COMMUNICATION-II [0 0 2 1]**

Writing a Passage: Class Exercise. Writing a Formal Letter : Home Work & Class Exercise., Writing Complaints: Home Work & Class Exercise., Responding to Complaints: Home Work & Class Exercise., Performance Detailing : Home Work & Class Exercise., Writing Executive Summary: Home Work & Class Exercise., Effective Email : Home Work & Class Exercise., Congratulating & Complimenting: Home Work & Class Exercise., Writing Reports : Home Work & Class Exercise., Termination Letter : Home Work & Class Exercise.

**Reference Books:**

1. Raymond V. Lesikar, Marie E. Flately, Kathryn Rentz, Paula Lantz, Neerja Pande, *Business Communication*, (13e) McGraw-Hill Pvt, 2012.

**MB6207 LEGAL ASPECTS OF BUSINESS [3 0 0 3]**

Indian Contract Act 1872: Formation of agreement; rules regarding offer and acceptance; consideration; essential elements of a valid contract; classification of contracts; void, voidable, quasi, unilateral, bilateral, express and implied contracts; breach of contract, Sale of Goods Act 1930: Sale and agreement to sell; quality of goods; condition and warranty; transfer of property; sale and transfer of ownership; delivery of goods by seller; acceptance of delivery by buyer, Partnership Act 1932: Formation of partnership; partnership agreement; unlimited liability; rights and liabilities of individual partners; relationship with third party; registration of firm; dissolution of firm, Limited Liability Partnership (LLP) Act 2008: Concept of LLP; difference with partnership and company; registration of LLP; liabilities of partners; transferability of shares, Companies Act 2015: Definition of a company; types of companies; memorandum of association; article of association; limited and unlimited liability companies; private and public companies; registration of companies; holding, subsidiary and associate company; board of directors; principles of lifting the corporate veil; doctrine of indoor management, Consumer Protection Act 1986: Definition of consumer, goods, defect and deficiency; consumer forums; procedure to approach consumer forums; unfair trade practices; monopoly and restrictive trade practices; Latest amendments to the act, Intellectual Property Rights: The Patent Act 1970; The Copyright Act 1957; Trade Marks Act 1999, Cyber laws: Information Technology Act; Alternate Disputes Resolution forum; Arbitration Procedure, Right to Information Act 2005

**References:**

1. A Pathak, *Legal Aspects of Business*, Tata McGraw-Hill, 2007
2. P. Saravanavel, S. Sumathi, *Business Law for Management*; Himalaya Publishing House, 2004
3. N. D. Kapoor, *Mercantile Law*, Sultan Chand & Company, 2002.
4. M.C Kuchhal, P Deepa, *Business Legislation for Management*, (2e), Vikas Publishing House
5. D.C Bose *Business Law*; PHI Learning, 2008.
6. P.C Tulsian, *Business Law*; (2e) Tata McGraw Hill, 2012.
7. P. C. Tulsian, *Business Law*, (2e) Tata McGraw Hill.

**Trimester – III****MB6301 BUSINESS RESEARCH METHODS [3 0 0 3]**

Introduction to Business Research & uses of software: Types of Research, Business Research, Business Research Process, Uses of Software in Data Preparation and Analysis, Business Research Process Design  
Research Design Formulation: Measurement and Scaling, Questionnaire Design and its Process, Sample Design: Types of Sampling, Sample size, sampling error, Sources and Data Collection: Types of data, Secondary data sources, Primary Data Collection: Survey and Observation, semi- structured interview, in-depth interview and questionnaire, Data Analysis and Presentation: Hypothesis testing and errors, Application of Z-test, t-test, F-test and Chi Square-test and Analysis of Variance (ANOVA), Correlation and Simple Regression Analysis, Introduction to Bi-variate & Multi-variate analyses, Result Presentation: Research report writing and presentation of results.

**References:**

1. N. Bajpai, *Business Research Methods*, (2e), Pearson, 2017.
2. D. R. Cooper, P S Schindler, *Business Research Methods*, (11e), McGraw Hill Education, 2013.



3. U. Sekaran, R. Bougie, *Research Methods for Business: A Skill Building Approach*, (5e), Wiley, 2010.
4. M. Saunders, P. Lewis, M. N. K. Saunders, *Research Methods for Business Students*, (7e), Pearson, 2015.

### **MB6302 FINANCIAL MANAGEMENT [3 0 0 3]**

Overview of Financial Management: Scope and objectives of finance; Profit maximization vs. Wealth maximization; Functions of financial management, Time Value of Money: Future value vs. present value – frequency of compounding – time value of annuity and perpetuity – loan amortization, Cost of Capital: Cost of Equity, Cost of Debt, Cost of Preference Share, Cost of Retained Earnings, WACC & CC, Capital Budgeting: Concept of capital budgeting, decision making based on capital budgeting methods, Leverage: Concept of leverage, Understanding and Implication of Financial, Operating & Combined Leverage Fund Raising: Source of funding: domestic & international, Capital Structure and firm Value: Capital Structure Decision, NI, NOI Approach and MM Hypothesis, Dividend Policy: Types of Dividend Policy, Factors affecting dividend policy, Walter's Model, Gordon's Model and MM Hypothesis, Working Capital Management: Components of Working Capital, Its determinants and its Financing

#### **References:**

1. P. Chandra, *Financial Management: Theory and Practice*, (9e), McGraw Hill Education, 2017.
2. R. Brealey, S. Myers, F. Allen, *Principles of Corporate Finance*, (11e), McGraw Hill Education, 2017.
3. I. M. Pandey, *Financial Management*, (10e), Vikas Publishing House, 2014.

### **MB6303 ENTREPRENEURSHIP AND NEW VENTURE PLANNING [3 0 0 3]**

Entrepreneurship and the Entrepreneurial Mind-Set: The Nature of Entrepreneurship, How Entrepreneurs Think, The Intention to Act Entrepreneurially, Entrepreneur Background and Characteristics, Role Models and Support System, Sustainable Entrepreneurship Corporate Entrepreneurship: Reason for Interest in Corporate Entrepreneurship, Managerial Versus Entrepreneurial Decision Making, Establishing Corporate Entrepreneurship in the Organization. Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities: New Entry, Generation of a New Entry Opportunity, Entry strategy for New Entry Exploitation, Risk Reeducation Strategies for New Entry Exploitation . Creativity and the Business Idea: Ideas from Trends Analysis, Sources of New Ideas, Methods of Generating Ideas, Creative Problem Solving, Creativity and Entrepreneurship, Entrepreneurship Innovation, Opportunity Recognition, Product Planning and Development Process, E-Commerce and Business Start-up. Identifying and Analyzing Domestic and International Opportunities: Opportunity Recognition and the Opportunity Assessment Plan, Information Sources, Sources of Information for Start-up Entrepreneurs in India, The Nature of International Entrepreneurship, Foreign Market Selection, Entrepreneurial Entry Strategies, Entrepreneurial Partnering, Barriers to International Tread, Implication for the Global Entrepreneur. Protecting the Idea and the Other Legal Issue for the Entrepreneur: Intellectual Property, Need For a Lawyer, How to Select a Lawyer? Legal Issues in Setting up the Organization, Patents, Business Method Patents, Stat-up Without a Patent, Trademarks, Copyrights, Trade Secrets and Noncompetition Agreements, Licensing, Product Safety and liability, Insurance. The Business Plan: Creating and Starting the Venture: Planning as Part of the Business Operation, Business Plan, Writing the Plan, Scope and Value of the Business Plan, How Do Potential Leaders and Investors Evaluate the Plan? Presenting the Plan, Information Needs, Financial Information Needs, Using the Marketing Plan: Industry Analysis, Marketing Research for the New Venture, Difference between a Business Plan and a Marketing Plan, Preparing the Marketing plan, Characteristics of a Marketing Plan, The Marketing Mix, Steps in Preparing the Marketing Plan. The Organizational Plan: Developing the Management Team, Legal Forms of the Business, Tax Attributes of Forms the Business, The Limited Liability Company, Building the Management Team and a Successful Organization Culture, The Role of a Board Director, The Board of Advisor, The Organization and use of Consultants. The Financial Plan: Operating and Capital Budgets, Forecasting Sales, Pro forma Income Statements, Pro Forma Cash Flow Statement, Pro Forma Balance Sheet, Break-Even Analysis, Pro Forma Sources and Applications of Funds Statement. Sources of Capital: Personal Funds, Family and Friends, Commercial Banks, Role of government agencies, R & D Partnerships, Govt. Grants, Pvt. Placement, Boot Strap Financing. Informal Risk Capital, Venture Capital and Going Public: Financing the business, valuing the company, deal structure, going public and underwriter selection, Registrations. Strategies for Growth and managing implications: Growth strategies, implications, overcoming pressure on existing HR, employee, entrepreneur Accessing resources for growth from external sources: external support, joint ventures, acquisitions, mergers, leveraged buyouts, franchising. Succession

planning and strategies for harvesting and ending the venture: exit strategy, succession of business, option for selling the business, bankruptcy law for companies in India, reorganization and keeping the venture going, warning signals of bankruptcy, Business turnaround.

**References:**

1. R. D. Hisrich, M. J. Manimala, M. P. Peters, D. A. Shepherd, *Entrepreneurship*, McGraw-Hill Education, 2014.
2. P. Charantimath, *Entrepreneurship Development Small Business Enterprises*, Pearson Education, 2009.

**MB6304: STRATEGIC MANAGEMENT [3 0 0 3]**

Introduction to strategic management: Conceptual Framework of Strategy: Genesis, concept and characteristics of Strategy, Policy versus Strategy, Reasons for growing importance of strategy, Types; levels of strategy, Strategic management model, initiation of strategy, strategic decision making, Indian business environment: past and present and its strategic implications, and concept of business model. Strategic tools; techniques for analysis at corporate level: Experience Curve, SWOT analysis, BCG Matrix, GE-Nine Cell Matrix, Space Matrix, corporate parenting, scenario planning, stakeholder analysis. Competitive Advantage and Value Chain: Concept of Competitive advantage, industry analysis (Porter's Five Forces Model), Concept of value chain, Contemporary issues before value chain, Role of Value Chain for gaining sustainable competitive advantages, corporate value chain. Competitive intelligence: competitor analysis, competitive intelligence programs, gathering and analysis of competitor intelligence, competitive portfolio matrix (CPM). Scanning and assessing the Business environment: Concept, need and process, types of environment, External Environmental Analysis: Nature, Characteristics, Type and Approaches to External environment, Key External Forces, ETOP analysis, The External Factor Evaluation (EFE) Matrix, Internal Analysis and Assessment: Nature, Characteristics, Types and Approaches to internal Environment, Key Internal Forces, Analysis of Strengths and weaknesses, The Internal Factors Analysis (IFA) Matrix, resource based view of organization (VRIO Model) & other qualitative & quantitative methods for internal assessment. Strategy formulation: Vision, Mission and Objectives: Vision versus Mission, The Mission and Business Definition, Process of developing a mission statement, Writing and Evaluating mission statement, Nature and characteristics of Objectives and Goals, Long-term objective setting, developing strategic alternatives (TOWS matrix) and making strategic choice. Evolution of industry & strategy, corporate strategy: growth strategy, stability strategy, retrenchment strategy; Business strategy: porter's generic strategies, cooperative and competitive strategies, competitive tactics; Functional strategy: Marketing strategy, HR strategy, Finance strategy, Purchase strategy, IT strategy, Operations strategy, R&D strategy. Strategy Implementation, Control and Evaluation: Strategy execution, preparing firm for strategy execution, strategic evaluation process and control mechanism for correction of deviations.

**References:**

1. R. F. David, *Strategic Management: Concepts and Cases*, (12e), PHI, 2008.
2. J. Pearce, R. Robinson, A. Mital, *Strategic Management: Formulation, Implementation and Control*, (12e), McGraw Hill Education, 2017.
3. L. R. Jauch, R. Gupta, W. F. Glueck, *Business Policy and Strategic Management*, Frank Bros. & Co. Ltd., 2010.
4. T. L. Wheelen, J. D. Hunger, *Concepts in Strategic Management and Business Policy*, (12e), Pearson Education, 2010.

**MB6305; INFORMATION MANAGEMENT FOR BUSINESS [3 0 0 3]**

Information System in Global Business Today: Components of Information System; Types and Components of Information Systems, Concept of Hardware, Software and Pervasive, BYOD and New Hardware Configurations, Use of Information System; Using Information System for Competitive advantage, Using Technology to create New Opportunities, Information System as tool for Decision Making: Data Management System; Trends in Data Management Systems and Processes, Components and Functions of Data Warehouse, Importance of Data in forming and executing strategy; Decision Making tools; Decision Support System, Analytical tools available for decision making, Ethical and Social Issues of Information System: Ethical and Social Issues; Computer Crime, Privacy Issues, Green Computing; Overview of Information Security Threats; Threats to Information Security – Types, Classification and Sources, Risk Mitigation Strategies – Building a Comprehensive Security System, Role of Network and Telecommunication in Business: Data Communication System; Major Components and Applications of Data Communication System; Fundamental Networking Concepts, Convergence Phenomenon and its application for

Business and Personal Use; E-Commerce and m-Commerce; Major Components of online commerce systems, Different forms of doing Business on Internet, Internet as Growth Medium for Business, Using mobile for doing Business

**References:**

1. H. Bidgoli, N. Chattopadhyay, *MIS South Asian Perspective*, (1e), Cengage, 2016.
2. K. C. Laudon, J. P. Laudon, *Management Information Systems: Managing the Digital Firm*, (15e), Pearson Education, 2018.

**MB6306 BUSINESS COMMUNICATION-III [0 0 2 1]**

Assertive Communication : Class Exercise., Handling an Aggrieved Employee : Home Work & Class Exercise., Handling an Angry Customer : Home Work & Class Exercise., Elements of a Good Meeting : Home Work & Class Exercise., Conducting / Participating in a Meeting : Home Work & Class Exercise., Giving Feedback & Counselling : Home Work & Class Exercise., Negotiation : Home Work & Class Exercise., Breaking a Bad News : Home Work & Class Exercise., Communication for Damage-Control : Home Work & Class Exercise.

**Reference Books**

1. R. V. Lesikar, M. E. Flately, K. Rentz, P. Lantz, N. Pande, *Business Communication*, (13e) McGraw-Hill (India) Pvt. Ltd

**Trimester – IV**

**MB7440: CONSUMER BEHAVIOR [3 0 0 3]**

Introduction to Consumer Behaviour: Consumer Behaviour: Development, Interdisciplinary Nature, Introduction to Model of consumer decision making; Nicosia model, Howard Sheth model, Belch model, Engel-Blackwell-Miniard model The Consumer Research Process: Steps and process of consumer behavior research, Qualitative and Quantitative Marketing Research Model; Market Segmentation and Strategic Targeting: How consumer behavior variables provide framework for strategically planning the STP; Consumer Motivation: Motivation as a psychological force, The dynamics of motivation, Types and Systems of Needs, The measurement of motives, Culture and need states; Personality and Consumer Behaviour: What is personality? Theories of personality, Personality and understanding consumer behavior, Brand personality, Self and Self Image, Virtual Personality or self; Consumer Perception: Sensory dynamics of perception, Elements of perception, Consumer Imagery; Consumer Learning: Elements of consumer learning, Behavioural Learning, Information processing and cognitive learning, Consumer Involvement and Passive Learning, Outcomes and Measures of Consumer Learning; Consumer Attitude Formation and Change: What are attitudes? Structural models of attitudes, Attitude formation, Strategies of Attitude Change; The Family and Social Class: Socialization and related roles of family members, Family decision making and consumption related roles, Social Class, The measurement of social class, Lifestyle profiles and social classes; Influence of Culture on Consumer Behaviour: What is culture? Culture is learned, Culture is Dynamic, Cultural aspects of Emerging Markets; Consumer Decision Making: What is Consumer Decision Making? Levels of consumer decision making, Models of consumer decision making; Marketing Ethics and Social Responsibility: Exploitive targeting, Manipulating consumers, Social Responsibility.

**References (Preferably Latest Edition May Be Referred):**

1. Schiffman, Kanauk and R. Kumar, *Consumer Behaviour*, (10e), Pearson, 2010
2. Sheth, N. Jagdish and Mittal, Banwari, *Consumer Behaviour: A Management Perspective*, Thomas, 2003.
3. Blackwell, D. Roger and Miniard, W. Paul, *Consumer Behaviour*, Cengage Learning, 2006.
4. Solomon, R. Michael, *Consumer Behaviour: Buying, Having and Being*, (8e), PHI, 2009.

**MB7441: SALES MANAGEMENT (3 0 0 3)**

Introduction to Sales Management: Introduction, Evolution of Sales Management, Nature and Importance of Sales Management, Roles and Skills of Modern Sales Managers, Sales Management Positions, Sales objectives, Strategies and Tactics, Linking Sales and Distribution Management; Personal Selling: Preparation and Process: Buying decision process, Buying situations, Effective communication, Sales knowledge and sales related marketing policies; Planning, Sales Forecasting and Budgeting: Sales planning, Developing sales forecast, Forecast accuracy, Sales budgets;

Management of Sales Territories and Quotas: Defining sales territories, Procedure of designing sales territories, Assigning salespersons to territories, Managing territorial coverage, Sales quotas; Organizing and Staffing the Sales Force: Sales force training, Concept of sales organization, Size of the sales force, Staffing the sales force; International Sales and Distribution Management: The nature of International markets, Selling in International Markets, Distribution.

**References (Preferably Latest Edition may be referred):**

1. Futrell, M. Charles, *Fundamental of Selling*. McGraw Hill Education (India). (12e), 2014.
2. Ingram, N. Thomas and LaForge, W. Raymond, *Sales Management: Analysis and Decision Making*, (6e), Cengage Learning, 2007.
3. Krishna K. Havaladar and Vasant M. Cavale, *Sales and Distribution Management: Text and Cases*, (2e), Tata Mc Graw Hill, 2011

**MB7442: MARKETING CHANNELS [3 0 0 3]**

Marketing channels, structure and functions, Marketing Channel System. Channel Design and Development: Demand-supply and channel efficiency, segmentation for service design, supply side channel analysis, strategy in marketing channels, selecting the channel members, target markets and channel design strategy, evaluating channel members performance. Channel Management and Implementation: motivating channel members, handling product, pricing, and promotional issues in channels, logistics and channel management, channel Power, managing conflict to increase channel coordination, strategic alliance in distribution. Vertical integration in distribution. Channel Institutions: Retailing, Wholesaling, Franchising, Logistics and Supply chain Management. Emerging Perspective in Marketing Channels: Electronic marketing channels, franchise marketing channels, marketing channels for services, international channels perspectives Omni Channels & Multi level Channels.

**References (Preferably latest edition may be referred)**

1. B.Rosenbloom, *Marketing Channels-A Management Perspective*, Cengage. (8e), 2012.

**MB7443: PRODUCT AND BRAND MANAGEMENT [3 0 0 3]**

Introduction to Product Management, Product Lines, portfolios and mix. Product Planning, Ansoff's Matrix, Product Launch Strategies, New Product Development, Conjoint analysis product design, Packaging Decisions, Brands vs Products, Branding : Role , Scope and Advantages , Types of Brands, Branding challenges and opportunities, Brand Equity Concept, Strategic Brand Management Concept; Customer Based Brand Equity: Brand Knowledge, Sources of Brand Equity, Building a strong brand: Four steps of brand building, Creating customer value; Brand Positioning: Establishing Brand Positioning, Positioning Guidelines, Brand Associations, Brand Mantras, Internal Branding, Brand Audits; Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, Options and tactics for brand elements; Designing Marketing Programs to Build Brand Equity: Product strategy, Pricing strategy, Channel strategy; Integrated Marketing Communication to Build online Branding Equity: The new media environment, Marketing options, Developing IMC programs; Leveraging Secondary Brand Associations to Build Brand Equity: Leveraging process, Company, Country of Origin and other Geographic areas, Channels of distribution, Co-branding, Licensing; Developing a Brand Equity Measurement and Management System: Brand value chain, Designing brand tracking studies, Establishing a brand equity management system; Measuring Sources of Brand Equity: Qualitative research techniques, Quantitative research techniques, Comprehensive models of Consumer based brand equity; Managing Brands over Time: Reinforcing brands, Revitalizing brands, Adjustments to the brand portfolio.

**References (Preferably Latest Edition may be referred):**

1. I. Jacob, *Strategic Brand Management*, (3e), Pearson, 2011
2. Keller, Kevin Lane, *Strategic Brand Management: Building, measuring and managing Brand Equity*, (3e), Pearson, 2008.
3. Kapferer, Jean-Noel, *The New Strategic Brand Management*, (4e), Kogan Page, 2008.
4. Lehmann, R. Donal and Winer, S. Sussel, *Product Management*, (4e), Tata McGraw Hill, 2005

**MB7444: DIGITAL MARKETING [3 0 0 3]**

The Digital Paradigm: The new world of marketing, Modern digital consumer; Online-offline comparison; Marketing



in Digital World: State of the Modern digital ecosystem, Marketer's new role, Ultimate goal of digital marketing: ROI; Managing Content in Digital Age: Importance of Content Marketing, 70/20/10 Content Planning Model; Search Marketing: Importance of search, How searches work? Types of Search Marketing, Measuring search success, Search Trends; Mobile Marketing: Modern Mobile consumer, Mobile website considerations, SMS and MMS Campaigns; Video Marketing: Who discovers and watches videos? Steps to plan, shoot, edit and publish, Building video channel strategy; Social Media Marketing, E-Mail marketing: What is Social Media? Facebook, Instagram, Twitter, Pinterest, Strategies for SMM, Importance, Social media channel strategy, Social Media ROI, Tools of the trade

**Reference Books (Preferably Latest Edition May Be Referred)**

1. E. Greenberg and A.R Kates, *Strategic Digital Marketing*, (1e), Mc Graw Hill, 2013
2. D. Ryan, C. Jones, *Understanding Digital Marketing*, (2e), Viva Books, 2012
3. Godfrey Parkin, *Digital Marketing: Strategies for Online Success*, New Holland Publishers, 2009.
4. D. Chaffey and F. Ellis Chadwick, *Digital Marketing: Strategy, Implementation and Practice*, (5e), Pearson, 2012

**MB7445: SERVICES MARKETING [3 0 0 3]**

Nature and Characteristics of services, Gap Model of Service Quality, Consumer Behaviour in Services Context: Three stage model of service consumption, Pre-purchase Stage, Service Encounter Stage, Post-encounter Stage; Positioning Services in Competitive Markets: Achieving competitive advantage through focus, Market Segmentation, Service attributes and levels, Positioning and Distinguishing from competition; Developing Service Products: Core and Supplementary Services: Planning and Creating Service Products, The flower of service, Branding service products and experiences, New Service Development; Distributing Services through physical and electronic channels: Distribution in a service context, Place and Time decisions, Delivering service in cyberspace, The role of intermediaries, Challenge of distribution in large domestic markets, Distribution Internationally; Pricing of Services and Revenue Management: Pricing strategy, Revenue Management, Ethical concerns in service pricing; Promoting Services and Educating Customers: Role of marketing communication, Marketing communication planning, Marketing communication mix, Role of corporate design, Integrated Marketing Communications; Designing and Managing Service Processes: Flowcharting customer service processes, Blueprinting services, Customer as co-producer Complaint Handling and Service Recovery: Customer complaining behavior, Customer responses to effective service recovery, Service Guarantees, Discouraging abuse and Opportunistic Customer Behaviour.

**References:**

1. H. L. Christopher, W. Jochen, *Services Marketing*, (7e), Pearson, 2010.
2. V.A. Zeithaml, M.J. Bitner, *Services Marketing*, (4e), Tata McGraw Hill, 2006.
3. G. Christian, *Services Management & Marketing*, (3e), Wiley, 2006.
4. R. Nargundkar, *Services Marketing*, TMH, 2012.
5. G. Apte, *Services Marketing*, Oxford, 2010.

**MB7446: FINANCIAL STATEMENT ANALYSIS AND CORPORATE VALUATION [3 0 0 3]**

Significance of valuation, various approaches to valuation, the need for various approaches to valuation; Financial Statement Analysis: Need for financial statement analysis, Types of financial statement analysis, Significance of cash flows, Analysis of cash flows, Cash flow from operating activities, Cash flow from investing activities, Cash flow from financing activities, Important conclusions from cash flow analysis; Intrinsic Valuation: The intrinsic valuation model, various approaches for estimation of discount rate, estimation of cash flows from various perspective, various approaches for estimation of growth rate, equity valuation and firm valuation; Relative Valuation: Equity valuation multiples, Enterprise valuation multiples, the linkage between the various approaches to valuation; Contingent Claim Valuation: Contingent claim situations (real theories of M&A, valuation in M&A, forms of consideration; Valuation of Intangible Assets: Nature of intangible assets, types of intangible assets, valuation methods for intangible assets.

**References (Preferably Latest Edition may be referred):**

1. A. Damodaran, *Damodaran on Valuation*, (2e), Wiley, 2009.
2. A. Damodaran, *Investment Valuation*, (10e), Wiley, 2012.
3. S. Titman, J. Martin, *Valuation*, (3e), Pearson, 2015.



4. P. C. Chandra, *Corporate Valuation*, McGraw Hill Education, 2016.

#### **MB7447 FINANCIAL MODELLING [2 0 2 3]**

Formulation of Financial Models: Power & usage of Financial Modelling, Step By Step Modelling Process, Documenting spreadsheet Model, and Debugging spreadsheet Models, Using Auditing tools for debugging, Improving Model performance, Foundation of Financial Models: Time Value of Money: PV, FV, Annuities of PV and FV, Constant and Growing Annuities; Sinking Fund, Capital Recovery Factor; Depreciation; LPP through Solver, Financial Models: Financial Statement Analysis: Historical Analysis, Common Size Statements, Financial Indicators (Ratios), Cash Budgeting, Sensitivity and Scenario Analysis; Cost of Capital:  $K_e$ ,  $K_p$ ,  $K_d$ , WACC, etc.; Leverage: Financial & Operating Leverages; Bond Valuation, Advanced Financial Models: Bond Pricing; Return with Changing Reinvestment Rate, Saving for Retirement, and Retirement Planning; Estimating Stock's Volatility; Forecasting; Investment Analysis: NPV, IRR, PBP & PI, Sensitivity & Scenario Analysis; Leasing; Break Even Analysis; Loan Amortization; Designing Capital Structure: EBIT-EPS Analysis, Indifference Point, Measuring Operating & Financial Risks

##### **References:**

1. C. Sengupta, *Financial Analysis and Modeling using Excel and VBA*, (2e), Wiley, 2017.
2. D. S. Fairhurst, *Using Excel for Business Analysis*, (Revised Edition), Wiley, 2015.
3. A. L. Day, *Mastering Financial Modelling in Microsoft Excel*, (2e), Pearson, 2009.
4. R. Srivastava, *Financial Management*, (2e), Oxford University Press, 2011.

#### **MB7448 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT [2 0 2 3]**

Investment Scenario and Indian Stock Market: Types of Investments, Objectives & Constraints of Investments, Stock Market in India, Markets for Securities. Risk and Return: Measurement of Risk and Return of securities and related concepts. Fundamental Analysis: E-I-C analysis for stocks. Bond Analysis: Analysis of bonds and bond portfolios. Technical Analysis: Overview of basic tools and patterns. Portfolio Theories and Asset Pricing: Markowitz Mean Variance Model of Risk Return Optimization, Capital Asset Pricing Model, Arbitrage Pricing Theory, CML, SML. Efficient Market Hypothesis: Random Walk Theory and EMH. Derivatives Market: Basics & overview of Derivatives market. Portfolio Selection, Evaluation and Revision: Performance Measurements: Jensen's Performance Index, Sharpe's Index, Treynor's Index, Portfolio Revision Strategy. Behavioral Finance: Overview of behavioral finance

##### **References (Preferably Latest Edition may be referred):**

1. D. E. Fischer, R. J. Jordan, *Security Analysis and Portfolio Management*, (6e), Pearson, 2016.
2. E. J. Elton, M. J. Gruber, S. J. Brown, W. Goetzman, *Modern Portfolio Theory & Investment Analysis*, (8e), Wiley, 2016.
3. D. G. Luenberger, *Investment Science*, Indian Edition, Oxford University Press, 2014.
4. P. Chandra, *Investment Analysis & Portfolio Management*, (5e), McGraw Hill Education, 2017.

#### **MB7449 FIXED INCOME SECURITIES [3 0 0 3]**

Fixed Income Securities and their Markets: Basics of fixed income securities, markets, participants and instruments; G-sec. market; Bond Valuation: Bond value, Concept of yield, Valuation of floating rate bonds and other type of bond instruments; Term Structure and Yield Curve: Term structure of interest rates Bond Risk Management: Duration and immunization; Analysis of Yield Curve: Zero coupon rates, Spot curve, Spot and forward rates; Auction of G-Secs: Bidding and auction process of Govt. securities; Bond Portfolio Management: Active and passive management, application of duration and immunization in bond portfolio management; Bond Markets around the World: International bond markets . Foreign currency denominated bonds, Euro bonds

##### **References (Preferably Latest Edition may be referred):**

1. P. Veronesi, *Handbook of Fixed Income Securities*, (1e), Wiley, 2016.
2. S. Sundaresan, *Fixed Income Markets and Their Derivatives*, (3e), Academic Press, 2009.
3. F. J. Fabozzi, *The Hand Book of Fixed Income Securities*, (8e), McGraw Hill Education, 2012.
4. B. Tuckman, A. Serrat, *Fixed Income Securities*, (3e), Wiley, 2011.

**MB7450: BEHAVIORAL FINANCE [3 0 0 3]**

Rational Market Hypothesis: Basis, Evolution of RMH, Behaviouralist; The Framework of Rational Finance: Utility theory, Modern Portfolio Theory, CAPM, Efficient Market Hypothesis, Agency theory; Heuristic and Biases: Functioning of human mind, familiarity and related heuristics, representativeness and related biases, related concepts; Self-Deception: Overconfidence: forms and causes, other types of self-deception; Prospect Theory: Prospect theory and related concepts; Challenges to Efficient Market Hypothesis: Basis of EMH, Empirical evidence, Challenges to EMH; Emotional Factors: Concepts of emotion, Theories of emotion, Aspects of emotion, Investment and emotions, Social influences and other concepts; Investor Behavior: Describing the individual investor, Heuristic and biases in financial decision making, implications of overconfidence, emotional influence, behavioral portfolio theory; Market Outcomes: Seasonality and size-effects, momentum and reversal, Post-earnings announcement drift, Impact of excess volatility, Bubbles, Behavioral Asset Pricing Model; Value Investing: Concept of value investing, Evidence of value investing, Investment approaches of famous value investor.

**References (Preferably Latest Edition may be referred):**

1. P. Chandra, *Behavioral Finance*, (1e), McGraw Hill Education, 2016.
2. M. Pompian, *Behavioral Finance & Wealth Management*, (2e), Wiley Finance, 2012.
3. R. Deaves, L. F. Ackert, *Behavioral Finance*, Cengage learning, 2010.
4. H. K. Baker, J. R. Nofsinger, *Behavioral Finance: Investors, Corporations and Markets*, Wiley Finance, 2010.

**MB7451: FINANCIAL SERVICES [3 0 0 3]**

Merchant Banking : Origin and development of merchant banking in India, scope, Organisational aspects and importance of merchant bankers, Latest guidelines of SEBI regarding merchant bankers; Leasing: concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee; Credit Rating : Concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects; Venture Capital: Types of venture capitalists, Different stages of venture capital financing, Funding & organizing a new venture, Contribution of PE investors to value creation in new ventures; Factoring: Development of factoring types & importance, procedural aspects in Factoring, financial aspects and prospects of factoring in India; Money Market related financial services: Call money market, Treasury bill market, Commercial Bill market, Market for CPs and CDs, Discount market and market for financial guarantees, Repo rate & reverse repo rates; Plastic Money: Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organisations, Factors affecting utilisation of plastic money in India.

**References (Preferably Latest Edition may be referred):**

1. B. V. Pathak, *Indian Financial System*, Pearson Education, (4e), 2015.
2. P. Suresh, J. Paul, *Management of Banking and Financial Services*, (2e), 2014.
3. F. S. Mishkin, S. G. Eakins, *Financial Markets and Institutions*, Pearson, (6e), 2013.
4. M. Y. Khan, *Indian Financial System*, Tata McGraw Hill, (6e), 2009.

**MB7452 E-COMMERCE [3 0 0 3]**

Evolution of e-Business in India and abroad, Different generations of ebusiness, failures and success of large players Forms of e-Business - B2B, B2C, C2C and other forms of business Strategy and Business Models – e-Business models introduced in India and other parts of world, Strategy behind successful business models, Role of Innovation in e-Business, Subscriber, transaction, procurement and marketplace models Marketing - Social Mobile and on ground marketing, Technicalities of e-marketing, Ethical social issues Securing e-Business transactions – Fundamentals of security, cost vs performance model, important issues in IT Act, Payment – Forms of payment, cost of payment, security of payment Emerging Issues - Backend of e-Business, Localization and Globalization, Enabling Technologies, Mobile Commerce

**Reference Books (Preferably latest edition may be referred)**

1. K. C. Laudon, C. G. Traver, *E-commerce*, (14e), Pearson, 2018.
2. D. Chaffey, *E- Business, E-Commerce Management: Strategy Implementation and Practice*, Pearson Education India, (5e), Prentice Hall, 2013.
3. P. Erisamn, *Six Billion Shoppers: The Companies Winning the e –Commerce Boom*, Macmillan, 2017.
4. K. Vaitheesewaran, *Failing to Succeed: The Story of First Indian e- Commerce Company*, Rupa Publications India, 2017.

#### **MB7453: HUMAN RESOURCE PLANNING [3 0 0 3]**

Human Resource Planning : Manpower Planning , Objectives (Micro and Macro Levels) | Benefits ,Limitations and Problems ,HR Planning, Linkage of HR Planning with Other HR Functions, Influencing Factors in Manpower Planning ; process, principles and elements of HRP, HRP in changing context. Manpower Planning Tools: Tools, Methods and Techniques, Job Analysis, Job Description, Job Specification Skills Analysis/Skill Inventory, Performance Appraisal. Forecasting: Human Resource Demand Forecasting, Human Resource Supply Estimates. Use and Applicability of Statistical and Mathematical Models in Manpower Planning, Cohort Analysis, Census Analysis, Markov Models, Gap Analysis, Action Plans – Separation, Retention, Training, Redeployment & Staffing. Career and Succession planning: concept and importance, managing and developing career; HR issues involved in Career Planning and Development

#### **References (Preferably Latest Edition may be referred):**

1. J. Phillip and S. Gully, *Strategic Staffing*, Pearson Education, Upper Saddle River, NJ, 2012.
2. D.K. Bhattacharya , *Human Resource Planning*, Excel Books, 2009
3. J. Bramham , *Human Resource Planning*, University Press, 1994
4. A. Sekhri , *Human Resource Planning And Audit*, Himalaya Publishing House, 2010

#### **MB7454: PERFORMANCE MANAGEMENT [3 0 0 3]**

Introduction to Performance Management: - Performance Management System, Concept of performance management, Process & elements of performance management, Job Analysis, Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches & tools to measure organizational and individual performance. Performance Appraisal Methods: Traditional Methods, Modern Methods. Performance Appraisal: Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations, Characteristics of Performance Appraisal, Performance Appraisal Process, Common Errors in Performance Appraisal. Performance. Management System: Its Relevance, usage and Application. Designing PMS and its adaptation to specific departments and Jobs. Process of Performance Management: Overview of Performance Management Process, Performance Management Planning, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance. Competency Analysis and Performance Management: Ethics in Performance Appraisal: Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management

#### **References (Preferably Latest Edition may be referred):**

1. D.K. Bhattacharya , *Performance Management, Systems and Strategies*, (1e), Pearson, New Delhi, 2011.
2. P. Chadha , *Performance Management*, (1e) , Macmillan, New Delhi, 2011.
3. H. Aguinis, *Performance Management*, Pearson Education.

#### **MB7455: COMPENSATION MANAGEMENT [3 0 0 3]**

Introduction: Compensation meaning, objectives, nature of compensation, types of compensation, Compensation structure, legal perspective and compensation strategy, compensation surveys, market forces and compensation, labour market and compensation, ILO and compensation. Job Evaluation: Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation. Compensation Strategy: Compensation Design, Individualising the Pay System, Organisational and External Factors Affecting Compensation Strategy, Compensation Strategy as an Integral Part of HRM, Compensation Policies. Wage: Concept, Wage Determination and Wage Components, Pay Grades, Method of

wage payment, Theories of Wages; Administering incentive plans, individual incentive plans-piecework, standard hour plan, bonuses, merit pay, group incentive plans-team compensation, enterprise incentive plans-profit sharing plans, stock options, executive compensation: elements of executive compensation & its management, Dearness Allowance, Method of Determining Bonus. Fringe Benefits, Wage Survey, International Compensation, Tax Planning and Compensation, International Compensation wage & compensation design for exports and Compensation Tax Planning .

**References (Preferably Latest Edition may be referred):**

1. I. Richard, Henderson, *Compensation Management in Knowledge Based World*, (10e), Pearson Education, New Delhi, 2009.
2. D.K. Bhattacharya, *Compensation Management*, Oxford University Press, New Delhi, 2009.

**MB7456: HR PROCESS AND PRACTICES [3 0 0 3]**

On boarding an employee Key employment terms., Welcoming employee on board and getting various forms filled, Employee Induction, Discussing employee handbook and various processes and practices, Sharing expectations, culture and attitude, Designing On Boarding Process. Statutory Compliance for HR Process and Practices. Understanding employment act and contract, Legal aspects in Compensation and benefits, Gender Equality in compensation and equal opportunity for gender, Understanding and preparing various compliance reports, Preparing employee handbook & terms and conditions of service, Employee dismissal and the enquiry. Developing and Maintaining HR processes and Practices. Identifying HR's need and process for data collection, Role of Information Technology for HR to facilitate employee interface, HR Auditing Practice. Communication, Motivation, learning and development and employee engagement Practices. Promotion and termination processes, establishing Various communication linkage with employees, Designing motivational practices across the organization, Establishing employee engagement practices. De boarding an employee Employee exit and separation process, Employee exit interview, Processing employee legal dues and benefits

**References (Preferably Latest Edition may be referred):**

1. Dessler, Gary and B. Varkkey , *Human Resource Management*, (14e), Pearson Education, New Delhi ,2016.
2. Bernardin, H. John, *Human Resource Management: An Experiential Approach*, (5e), McGraw- Hill, New Delhi, 2013.
3. U. Pareek , T.V. Rao , *Designing and Managing Human Resource Systems*, (3e), Oxford & IBH Publishing Co. , New Delhi, 2012
4. U. Pareek, T.V. Rao and D.M. Pestonjee, *Behavioural Processes in Organisations*, Oxford and IBH, New Delhi, 1981.

**MB7457: LABOUR LAWS [3 0 0 3]**

Laws Related to Working Condition: The Factories Act, 1948, The Contract Labor Legislation Act 1970. Law Related to Industrial Relations: The Industrial Employment (Standing Order) Act, 1946; Industrial Dispute Act, 1947; Trade Union Act, 1926. Law Related to Wages: The Minimum Wages Act, 1948; The Payment of Wages Act, 1936; The Payment of Bonus Act, 1965; The Payment of Gratuity Act, 1972. Law Related to Social Issues: The Workers Compensation Act, 1923; The Provident Fund Act (and Misc. Provisions) ,1952; The Maternity Act, 1961; The Employees' State Insurance Act, 1948, The Shops and Establishment Act, 1948

**References (Preferably Latest Edition may be referred):**

1. P. R. N. Sinha, I. B. Sinha, S. P. Shekhar, *Industrial Relations, Trade Unions, and Labour Legislation*, (7e), Pearson, 2011.
2. R. S. N. Pillai, Bagavathi, *Legal Aspects of Business*, (1e), New Delhi: S Chand & Company Ltd., 2011. B. P. Singh and T. N. Chhabra, *Personnel Management & Industrial Relations*, Dhanpat Rai and Co. Pvt. Delhi, 2000.

**MB7458: RECRUITMENT & SELECTION [3 0 0 3]**

Introduction: Relevance & importance of R&S to an organization, Legal issue affecting R&S process., Assuring a fair & unbiased and objective R&S Process, Role & relevance of HRP in R&S, job analysis, Job competency models in the R&S, Recruitment & selection policy, Establishing Recruitment & selection process : Identifying sequential steps in



the process, Documenting the steps & establishing procedures for each step, Preparing various forms & applications for the purpose, HR Team & Line Managers in the process. Modern Sources & Practice of Recruitment: Traditional sources of Recruitment, Emerging trends in R & S, Establishing the effectiveness of a source. Executions of the process : Tapping Recruitment sources, Screening, Testing , Interviewing & Selection, Online recruitment : Preparing the schedule for the R&S, Identifying & choosing various sources for recruitment., Preparing job description & Job specification & sharing other details for advertisement, Deciding Criteria , Various Selection Tools and techniques, Choice of tools, Fitting selection tools to the requirement ,biases in selection. Determining the effectiveness of the process & Cost of hiring: Criteria for effectiveness, reviewing the process based on actual hiring. Determining factors affecting art of hiring

**References (Preferably Latest Edition may be referred):**

1. Gomez-Mejia, R. Luis , D. B. Balkin, and R. L. Cardy, *Managing Human Resources*, Prentice Hall, New Jersey, 1998.
2. D'Cenzo, A. David & S.P. Robbins, *Human Resource Management*, John Wiley and Sons, New Delhi, 2001.
3. Ian, Beardwell and L. Holden, *Human Resource Management*, Macmillan, Delhi, 1998.
4. M.S.Saiyadain, *Human Resource Management*, Tata McGraw-Hill Pub. Co. Ltd., New Delhi, 2000.
5. T. N.Chhabra , *Human Resource Management*, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999
6. G.Dessler, *A Framework for Human Resource Management*, Prentice Hall of India, 2006.

**Trimester – V**

**MB7540 MARKETING RESEARCH [2 0 2 3]**

Marketing Research Fundamentals- Rationale for marketing research, scientific method and research. The Marketing Research Process and Types, Sampling fundamentals and Application of Sampling Methods to Marketing Problems. Data Collection and Tabulation. Preparation and Tabulation of Collected Data-recording, coding, tabulating, cleaning the data. Data Analysis- Univariate, Bivariate and Multivariate Analysis, brief on descriptive statistics, T Test,  $\chi^2$  Test, ANOVA, Regression, Multiple Regression, Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis. Multi-criteria decision methods for marketing research- Total Interpretive Structural Modeling (TISM), Analytical Hierarchy Process (AHP), and Quality Function Deployment (QFD) for product research and consumer insights. Application of Marketing Research – Identifying Market Segments, Product Research, Advertising Research and Market and Sales Analysis. Other Advances in Research and Analytics. Preparation of Final Marketing Research Report. Software to be used-MS-Excel, SPSS, MINITAB, and SAS.

**References (Preferably latest edition may be referred):**

1. W. B. Harper, R. Westfall, F. S. Stanley, *Marketing Research*, (10e), AITBS, 2009.
2. W. G. Zikmund, B. J. Babin, *Essentials of Marketing Research*, (5e), South Western College Publishing, 2012.
3. R. Venkatesan, P. Farris, R. T. Wilcox, *Cutting Edge Marketing Analytics*, Pearson FT Press, 2014.
4. N. Malhotra, and S. Dash, *Marketing Research*, (6e), Pearson, 2012
5. R. Nargundkar , *Marketing Research – Text and Cases*, McGraw Hills, 2012
6. Churchill, A. Gilbert, *Basic Marketing Research*. (7e), Cengage Learning, 2010.
7. A. Field, *Discovering Statistics using IBM SPSS Statistics*, (4e), Sage Publications, 2013
8. Suggested MOOCs: Marketing research or Marketing Analytics online courses on various platforms.

**MB7541: RETAIL AND MERCHANDISE MANAGEMENT [3 0 0 3]**

Introduction: Retailing Scenario - Global, Retail Scenario – India, Consumption and its impact on retailing, Prospects of Retailing in India; Trends in Retailing: Global overview of retailing, Key drivers of retailing in India, Projected trends in retailing, Growth of organized retailing in India; Retail Strategies: Developing a strategy framework, Corporate strategy, Store strategy, Growth Strategies; Retail Formats: Retail formats and their evolution, Store formats in common parlance, Scalability of store formats; Merchandise Planning: Merchandise planning, Gross margin return on inventory, Markups and Markdowns, Shrinkage, IT & Systems support in Merchandise Planning, Merchandising Organization; Buying in Retail: The buying function, Buying methods and controls, Key buying activities, The buying organization, Buying Pitfalls, Best Practices in Buying; Category Management: Definition, Benefits of category management, Category Management Process, Category Captaincy, Principles of Category Management, Criticism of



Category Management, Role of People in Category Management; Pricing Strategies: Pricing Strategies, Online Pricing, Regulation of Pricing in India; Private Labels: Evolution of private labels, Role of private labels, Global scenario of Private Labels, Factors influencing development of Private Labels, Promotion of Private Labels; Store Planning, Design and Layout: Store location analyst planning and location planning, Store design and retail image mix, The space mix, Store Layout, Floor space management; Managing Retail Personnel: HR issues and concerns in retailing; Visual Merchandising and Displays: Visual Merchandising, Role of visual merchandising in retail.

**References (Preferably latest edition may be referred):**

1. Levy, Michael & Barton, A. Weitz, *Retailing Management*, (2e), McGraw Hill, 2004
2. Berman, Barry and Evans, R. Joel, *Retail Management: A Strategic Approach*, (10e), PHI, 2007.
3. Sinha, Uniyal, *Managing Retail*, (2e), Oxford, 2012.
4. Bhalla, Anurag, *Visual Merchandising*, McGraw Hill, 2015.
5. Easterling, Flottman, *Merchandising Mathematics for Retailing*, (4e), Pearson, 2012.
6. D. Gilbert, *Retail Marketing Management*, (2e), Pearson, 2013.

**MB7542 STRATEGIC MARKETING [3 0 0 3]**

Introduction- Marketing Strategy Blueprint, Marketing Strategy Analysis and Perspectives. Situation analysis: Where are We Now?-Environmental Analysis and Internal Analysis- Market Information and Intelligence. Strategic Visioning: Where do we want to be?- Strategic Marketing Decisions, choices, and mistakes, segmentation targeting, and positioning strategies, branding strategies, relational and sustainability strategies, Strategy Execution: How do we get there?- Product innovation and development strategies, service marketing strategies, pricing and distribution, marketing communication, E-marketing strategies, social and ethical strategies. Strategy Evaluation: Did we get there?- strategy implementation, control and metrics-financial measures, market share, customer equity. Marketing Strategy Simulation.

**References (Preferably latest edition may be referred):**

1. West, Douglas; Ford, John, and Ibrahim, Essam, *Strategic Marketing*, (2e), 2004.
2. H. Anderson Carol, *Strategic Marketing*, Houghton Mifflin Harcourt, Biztantra, Dreamtech Press 2006
3. W. Cravens & N. F. Piercy, *Strategic Marketing*, (6e), McGraw Hill/Irwin, 1999.
4. O.C. Ferrell & D. Hartline. Michael, *Strategic Marketing*, (6e), South-Western Cengage, 2012.
5. Colin, J.David, M. Richard, S. Wilson, *Strategic Marketing Management; Planning, Implementation & Control*: Pearson, Gilligan, Oxford, Butterworth-Heinemann –Heinemann, 1992.
6. Aaker, David, *Strategic Marketing*, (7e), Wiley-India, 2008.
7. S. George, *Market Driven Strategy Day; Process of Creating Value*, Free Press, Reprint ed., 2015.
8. Kerin Roger, Peterson Robert, *Strategic Marketing Management*, (2e), Allyn and Bacon, Longman Higher Education, 1982.

**MB7543 INTEGRATED MARKETING COMMUNICATIONS [3 0 0 3]**

Introduction: Concept of Integrated Marketing Communications (IMC), Process and Role of IMC in Marketing, Promotion mix - Advertising (Classification of advertising, types, advertising appropriation, advertising campaigns), Sales Promotion (Different types of Sales Promotion, relationship between Sales promotion and advertising) , Publicity (Types of Publicity, relationship between advertising and publicity), Personal Selling, Direct marketing and direct response methods, Interactive / Internet Marketing. Objectives for IMC Programs: Determining Promotional Objectives, DAGMAR approach, establishing and allocating promotional budget. IMC Message Design-The Creative concept development; the creative processes of the different forms of IMC; AIDA model Considerations for creative idea Visualization. (Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Client Evaluation and approval of Creative Strategy/work. Media Management- Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media Strategy; Media buying; Cross media concept; and media research, online advertisement .Facilitators in IMC-Advertising Agencies – their role, functions, organisation, Remuneration, client agency relationship, account Planning; Hoarding Contractors; Printers, etc. Ethics and social responsibility in IMC campaigns. Emerging Concepts and Issues Marketing Communications

**References (Preferably latest edition may be referred):**

1. Belch, George, Belch, A. Michael, Poorani, Keyoor, *Advertising and Promotion*, (9e), McGraw Hill Education, 2017.
2. Kenneth Clow & Donald Baack, *Integrated Advertising, Promotion, & Marketing Communications*, (4e), Pearson Education, 2009.
3. Batra, Rajeev; G. John Myers' and Aaker, A. David, *Advertising Management*, (5e), Pearson, 2016.
4. M Joseph Sirgy & R. Don Rahtz, *Integrated Marketing Communication – A Strategic Approach*, Cengage Learning, 2009.
5. Wright, Warner, Winter & Zeigler, *Advertising*, (5e), McGraw Hill Education, 1982.
6. Chunawala & Sethia, *Foundations of Advertising Theory & Practice*; Himalaya Publishing House, 2011.

**MB7544 B2B MARKETING [2 0 2 3]**

Fundamental of business markets: Differences between consumer and business markets, Organizational buying process. Significance of supply, demand and value chains, supply and demand chain ethics. Organizational buying behavior contexts: commercial, institutional and government organizations, organizational decision making, and buying influencers. Inter-organizational relationships and networks: Buying Centers & Types of buying, Customer Relationship Management (CRM), partnership and alliances, Marketing channels and supply chains, Industrial networks. Business Marketing Planning: Planning process and supply/demand chain management, situation analysis, segmentation in B2B markets. B2B Marketing Strategy and Implementation. Business Marketing Programmes: Managing Business Products, Developing new products, Business services marketing, Value and pricing in B2B markets, B2B marketing communications, personal selling and sales management in B2B context, Key Account Management. B2B Simulation.

**References (Preferably latest edition may be referred):**

1. Sharma and Hutt, *B2B Marketing*, (11e), Cengage Learning, 2014.
2. Frederick Webster, Wiley, *Industrial Marketing Strategy*, (3e), 1995.
3. Nick Ellis and Soumya Sarkar, *Business-to-Business Marketing*: Oxford, 2011.
4. Taylor, Kogan, *B2B Marketing Strategy*, Heidi Page Publishers, 2013.
5. Anderson, Narus, Narayandas and Seshadri, *Business Market Management (B2B)*, (3e), Pearson, 2010.

**MB7545 MARKETING ANALYTICS [2 0 2 3]**

The Marketing Engineering Approach: The Marketing Decision Environment, Basic Economic Concepts For Analyzing Marketing Actions, Tools For Marketing Engineering, Business Value Of Marketing Engineering: From Promise To Reality Customer Value Assessment And Valuing Customers: The Concept Of Customer Value, Approaches To Measuring Customer Value, Valuing Customers And Customer Lifetime Value, Segmentation Targeting And Positioning: The Segmentation, Targeting, And Positioning Approach, Segmentation Analysis, Traditional Segmentation, Targeting Individual Customers, Implementation Barriers And Solutions, Positioning Through Brand Linkages, Positioning Using Perceptual Maps, Combining Perceptual And Preference Mapping, Translating Preference To Choice, Reverse Mapping (From Map To Raw Data), Incorporating Price As An Attribute, Uses And Limitations Of Perceptual And Preference Maps, Forecasting: Forecasting Methods, New Product Forecasting Models, Which Forecasting The Marketing Mix, Pricing Decisions, Resource Allocation And The Marketing Communications And Promotions, Mix, Sales Promotions: Types and effects, The Digital, Online Revolution In Marketing, The Evolution Of Online Technologies, Online Advertising Versus Traditional Advertising, Search Analytics, Social listening and text analysis, Panel Data Analysis.

**References :**

1. James Evans, *Business Analytics*, 2e, Pearson, 2017
2. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams *Essential of Business Analytics*, Cengage Learning.
3. Thomas Eri, Wajid Khattack & Paul Buhler : *Big Data Fundamentals, Concepts, drivers and Techniques* by Prentice Hall of India, New Delhi, 2015
4. Akil Maheswari: *Big Data, Upskill ahead* by Tata McGraw Hill, New Delhi, 2016

5..Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.

#### **MB7546: INTERNATIONAL FINANCIAL MANAGEMENT [3 0 0 3]**

Foreign Exchange Markets and Quotations: Organization and structure, types of transactions, types of quotations; International Financial Institutions: Multilateral financial institutions, World Bank, IMF & others; Balance of payments: Balance of payments and exchanges rates; Exchange Rate Parity Conditions: Purchasing power parity, Interest rate parity, Fisher Effect, International Fisher Effect; International Financing: International financial markets, international financial instruments; Financing Foreign Trade: Payment terms, Documents in international trade, financing techniques; International Working Capital Management: Cash, receivables & inventory management; International investments and capital budgeting: Estimation of cost of capital, evaluation criteria, issues in foreign investment analysis; Risks in International Financial Management: Translation risk, transaction risk, economic risk; Overview of Hedging Tools & Techniques in International Finance

#### **References (Preferably Latest Edition may be referred):**

1. A. C. Shapiro, *Multinational Financial Management*, (9e), Wiley India, 2012.
2. M. D. Levi, *International Finance*, (5e), Routledge, 2009.
3. P. G. Apte, *International Financial Management*, (7e), McGraw Hill Education, 2014.

#### **MB7547: FINANCIAL RISK MANAGEMENT [3 0 0 3]**

Introduction to Derivative Instruments: Types of vanilla derivative contracts: Forwards, futures, options and swaps, Types of underlying assets and their characteristics, Types of players in derivative markets, Exotics versus vanilla derivatives; Forward & Futures Contracts: Hedging practices, specifications & terminology, practices in futures market, pricing of forwards & futures on various types of underlying assets, hedging with futures contracts; Option Contracts: Types of options, practices in options markets, option payoffs, upper & lower bounds of option prices; Option strategies: Option strategies using vanilla option contracts, Spreads and combinations; Option Pricing: Factors affecting option premiums, put-call parity, Binomial model of option pricing, Black-Scholes model of option pricing, ESOPs, option pricing variants; Greeks: Introductory ideas on Greeks, Application of Greeks; Swaps: Interest rate swaps, currency swaps; Other Derivatives: Credit risk derivatives, energy derivatives, weather derivatives, commodity derivatives

#### **References (Preferably Latest Edition may be referred):**

1. J. C. Hull, *Options, Futures & Other Derivatives*, (9e), Pearson, 2016.
2. R. Sundaram, S. Das, *Derivatives: Principles & Practice*, McGraw Hill Education, 2013.
3. R. W. Kolb, J. A. Overdahl, *Financial Derivatives*, (3e), Wiley Finance, 2002.

#### **MB7548: PROJECT & INFRASTRUCTURE FINANCE [3 0 0 3]**

Project Financing: Project financing framework; Project Viability: Project feasibility from various perspectives, Types of project risk; Security Arrangements for Projects: Need & types of security arrangements, supplemental credit support mechanisms; Project Financing Plan: General issues, estimating borrowing capacity of projects; Public Private Partnerships: Issues faced by the host government, types of PPP arrangement; Estimating the Cost of Capital for a Project: Various approaches towards estimation of cost of capital, portfolio approach to capital budgeting; Special Decisions in Project Investments: Projects with different lifetimes, investment and financing, international projects; Financing of Projects: Various sources of financing, financing methods from the market, various aspects of financing; Infrastructure Projects: Characteristics of infrastructure projects, parties involved, contracts involved, corporate governance issues, risks in private infrastructure projects; Cash Flow Projections: Estimation of project costs, deriving the operating cash flows, measuring the debt capacity of the project, measuring the rate of return to various types of investors; Regulation: RBI guidelines

#### **References (Preferably Latest Edition may be referred):**

1. J. D. Finnerty, *Project Financing: Asset Based Financial Engineering*, (3e), Wiley, 2013.
2. P. Chandra, *Projects – Planning, Analysis, Selection, Financing, Implementation & Review*, (8e), McGraw Hill Education, 2014.

**MB7549 Introduction to FINTECH [3 0 0 3]**

Introduction to financial system, financial Services and macroeconomic Variables- Financial System, Financial Services, Payment Mechanism and Money, Introduction to FinTech- Insights into the financial technology revolution and disruption. Understand the innovation and opportunities therein, How FinTech has changed the Banking System, Insurance Services and InsurTech- Fundamentals of insurance — policy creation, underwriting, and claims management, InsurTech as a disruptor to the industry Alternative Lending- P2p Lending and Crowd Sourcing, Cryptocurrencies and Blockchain – Understanding of Blockchain technology, its potential and application – overview of crypto currency, Cyber Security- Understand issues of u

- REFERENCE BOOKS
1. Pathak Bharti, The Indian Financial System- Markets, Institutions and Services, 2E, Pearson Publication William, Jacob, FinTech: The beginners guide to Financial Technology, 2016
  2. Christi, Susanne & Barberis, Janos, The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries – (Wiley, 2016)
  3. Sironi, Paolo Fintech Innovation: From Robo-Advisors to Goal Based Investing and Gamification - (Wiley, 2016)

sing technology in providing services and the strategies to overcome those issues

**MB 7550: BANKING & INSURANCE [3 0 0 3]**

Lending Policies of Banks & Credit Facilities: Establishing banks' lending policies under changing socio-economic and legal environment –types and Forms of bank advances – Principles of credit management – types of documents used for lending – Modes of creating charge – Evaluation of different types of securities. Credit Policy of RBI & individual Banks, Kinds of Credit facilities; Personal loans, Agricultural credit, Priority-sector loans, Corporate & Institutional credit; Credit Process of Banks: Various Credit Appraisal techniques, Financial analysis techniques for bank lending – Assessment of credit needs for fixed assets and working capital – Monitoring of advances – renewal and recovery of advances. Other Approach to lending, Monitoring & follow-up. Channel Financing. Banking Norms & Recovery Management: Classification of Assets and provisioning Norms. Assessment of Credit Risk. Credit Risk Management. Basel Norms. Recovery Management. Methods of Recovery. Legal and other methods of Recovery. Lok Adalat, Civil Suit, SARFAESI, DRT, IBC. Introduction to Insurance: Meaning, Purpose, Need of insurance, Insurance as a social Security tool, Risk v/s Uncertainty, Types of risks, Difference between assurance & insurance, Elementary knowledge of riders, Options, Guarantee, Provident fund with reference to insurance. Basic principles of insurance, Indemnity, Reinsurance, Role of insurance in the development of commerce & industry. Tax benefits under insurance policies. General Insurance: Meaning and role of General Insurance in India, Life Insurance: Basic elements of life insurance. Type of insurance plan: Whole life policy, Endowment plans, term annuities Plan, Pension Plan, Children Plans. Marine Insurance: Definition, procedure for issuing policy, types of marine insurance, conditions of policies, Marine Losses. Health Related Policies, Group Policies. Fire Insurance: Meaning & Scope, type of fire insurance policies, settlement of claims. Concept of Premium & Bonus, Concept of Surrender Value, Insurance Documents.

**Reference Books**

1. D. D. Mukherjee, *Credit Appraisal, Risk Analysis & Decision Making*, Snow white, (8e), 2016.
2. IIBF, *Handbook on Debt Recovery*, Taxmann, 2e, 2017.
3. Hibbeln & Martin, *Risk Management in Credit Portfolios*, Springer, 1e, 2010.

**MB7551: HR ANALYTICS [2 0 2 3]**

Introduction to people analytics & Analytical thinking. people Analytics & evolution of HR analytics, Statistics & people analytics ,Thought leaders in people Analytics, HR Metrics for CEO, HR process mapping & identifying data points, Data sources, obtaining & cleaning data & typical data issues, Setting the business context & asking right questions, People related cost & HR analytics area. Analytical Techniques & Visual Analytics Types of data analytics, Understanding & exploring data, Basic statistics for data interpretation. Exploring the distribution of data examining the relationship between data points. Why visual analytics & choosing appropriate visual for different HR aspects/questions, various types of charts, graphs and making appropriate choices. Managing HR Data & preparing Data for HR Analytics Types of data: structure & unstructured, Data to information journey: cleaning, transformation & integrations, Data modelling basics, Dimensions, measures & Hierarchy, Orientations to BI tools. Building HR Dash Boards & Story Telling : HR Dash Boards & its key features., Building HR Dashboard, Building story on HR aspects, Demo



of story-telling in HR. Predictive Analytics & Other advanced Techniques Why HR predictive analytics, Predictive modelling, and Statistical tool: Linear regression & Logistic regression, Big data analytics, Machine learning algorithms, Internet of things

**References (Preferably Latest Edition may be referred):**

1. J.Fitz--enz , Mattex ,*Predictive Analytics for Human Resource*, Wiley, 2014.
2. J.Phillip., P.Phillips, *Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and outcomes* ,2014
3. T.H.Devenport , J.Kim ,*Keeping up with the quants: your guide to understanding and using Analytics*, Harvard Business Review,2013.
4. J. Fitz-enz, B.Davison, *How to measure Human Resource Management*, Mc Graw Hill, New York, 2002.
5. J. Fitz-Enz , *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*, Amacom, 2010
6. G. Pease, B. Byerly and J. Fitz-enz, *Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset*, John Wiley & Sons,2012

**MB7552: ORGANIZATIONAL CHANGE AND DEVELOPMENT [3 0 0 3]**

Planned Organizational Change, Foundations of OD, Organizational Diagnosis, Feedback and OD, Future of OD. Organizational Development: Conceptual Framework of OD, History of OD, First order & Second order Change, Values, assumptions & beliefs in OD, Characteristics of OD, Participation & Empowerment, Teams & Teamwork, Parallel learning structures; Managing the OD Process: Components of OD process, Diagnosis, Diagnosing the system, its subunits & processes, diagnosis using the Six-box Organizational Model, the program management concept: phases of OD programs, Third Wave Consulting. OD Interventions: Definition, factors to be considered, choosing & sequencing intervention activities, classification of interventions: individual (coaching, counseling, training, behavioral modeling & mentoring), group (conflict management, group facilitation, group learning, self-directed work teams, team building & virtual teams), technical (structures, technologies, positions etc) & strategic interventions (techno structural) .The Action component: nature of OD intervention, analyzing discrepancies;. Organizational Change: Concept, Scope, Models and Theories of Planned Change, Force Field Analysis, Systems Theory, Normative Reduction Strategy, Resistance to Change: Individual Resistance, Organizational Resistance to change, Overcoming Resistance to Change. Approaches to Managing Organizational Change: Lewin's Three-Step Model, Action Research, Change Agents: external and internal change agents, Skills, Knowledge and Style of change agents, Role of change agents in Effective Change; Emerging Issues in OD and Change Management.

**References (Preferably Latest Edition may be referred):**

1. W. L. French, C. H. Bell, *Organizational Development*, Prentice Hall of India, 1999.
2. T. G. Cummings, C. G. Worley, *Organisation Development and Change*, West, New York, 1985.

**MB7553: TRAINING AND DEVELOPMENT [3 0 0 3]**

Introduction to Employee Learning and Development in Organizations: Learning, the forces influencing working & learning, Adult learning; Theories of Adult Learning; the learning cycle, age influences on learning, Learning Domains and Bloom's Taxonomy. Training and Development: Concept & why training; Process of Training ; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development. Training Need Analysis; types of need categories, training need identification models; Training Design: Concepts and Various training design Models; factors influencing training design and selection of the appropriate design. Training Implementation in organizations: Methods of Training; Types of training methods and choosing training methods. On-the Job and off –the Job methods, conducting training: scheduling, pre- training preparation, Administrative actions for successful conduct of the training, preparing post training report. Evaluation of Training; Overview of the evaluation process, evaluation design, Models of Evaluation ; determining ROI, determining costs, measuring human capital & training activity; Emerging issues in Training & Development: Training and development initiatives of some selected companies from private and public sectors and MNCs. The future of learning & development, Micro learning, LMS ,Blended learning and E-learning, Computer based Learning, Technology and Multimedia in training



**Reference Books (Preferably Latest Edition may be referred)**

1. P. N. Blanchard, J. Thacker, V. A. Ram, *Effective Training*, (4e), New Delhi: Pearson Education, 2015.
2. R. A. Noe, A. D. Kodwani, *Employee Training and Development*, (5e), New Delhi: Tata McGraw-Hill, 2012.
3. B. Janakiram, *Training and Development*, New Delhi: Biztantra, 2007.
4. R. P. Lynton, U. Pareek, *Training and Development*, (3e), SAGE India, 2011.

**MB7554: INDUSTRIAL RELATIONS 3 0 0 3]**

Industrial Relations: Approaches to IR, Indian Labor Market, ILO & its Relevance, Trade Union:- Functions of Trade Union, Types & structure of Trade Union, Impact of globalization on Trade union movement, Trade Union recognition and Impunity. Employers' Federations: Functions & Roles, Various federations like FICCI, ASSOCHAM, CII and PHDCCI, Industrial Disputes-Meaning, Causes, Industrial Relation Machinery to solve Industrial Disputes, Collective Bargaining, Workers Participation in Management, Grievance Handling, Discipline & Disciplinary Committees, Globalization and IR: Impact of Globalization & Information Technology on IR, Role of Human Resource Development in Developing Industrial Relation, Contemporary Issues in IR.

**References (Preferably Latest Edition may be referred):**

1. P.N. Singh, N. Kumar, *Employee Relations Management*, (1e), New Delhi: Pearson, 2011.
2. P.R.N. Sinha, I. B. Sinha, S. P. Shekhar, *Industrial Relations, Trade Unions, and Labour Legislation*, (8e), New Delhi: Pearson Education, 2011.
3. V. Nayar (2010), *Employees First, Customers Second: Turning Conventional Management Upside Down*. Harvard Business School Publishing, 2011.
4. K. Mamkoottam, *Trade Unionism. Myth and Reality*, New Delhi, Oxford University Press, 1982.

**MB7555: COMPETENCY MAPPING [3 0 0 3]**

Concept and definition of Role and competency, Characteristics of competency, Competency versus competence, Performance versus competency; skills versus competency, behavior indicators, History of competency, Types of competencies – generic/specific, threshold performance, and differentiating between technical, managerial and human skills; Promoting a competency culture, Context and Relevance of competencies in modern organizations. Competencies Applications – Competency Frameworks (competency management framework or competency model), Competency Maps, and Competency Profiles. Competency management framework/competency model: Macro View of Competency management framework: strategic framework – linking HR processes to organizational strategy, competency framework – development of personal competency framework, Lancaster Model of managerial competencies, competency modeling framework – developing a competency model – Understanding job positions, Data collection instruments for job descriptions, , Stages in design and implementation of competency model – General competency framework, competency identification – Competency assessment and competency development ,competency mapping, integration of HR function. Design and Implementation of competency model: Introduction to Core competencies (Organization wide), Business competencies (SBU specific), Team Competencies (project driven), Role competencies (Role wise); Competency identification

**References (Preferably Latest Edition may be referred):**

1. S. Sanghi, *Handbook of Competency Mapping*, Sage Publication, 2016.
2. G. Shermon, *Competency based HRM*, Tata Mc Graw Hill, 2004.
3. G. Roberts, *Recruitment and Selection: A Competency Approach*, Cromwell Press, Wiltshire, 1997.

**Trimester – VI****MB7640: BUSINESS LEADERSHIP [3 0 0 3]**

Leader Styles and Effectiveness: : Leadership theories styles, Attributes ,effectiveness, measurement, Negotiation techniques, conflict resolution, Articulating Vision, Decision making- Individual decision making, group decision making ,Strategy development, Change Management, relationship between leadership and power, Difference between management and leadership, Persuasion and influence, role of ethics and values in leadership. Leading

Teams: Leading high performing teams, leading dysfunctional teams, resolving workplace conflicts, establishing work culture, , managing motivation , Preparing for leadership role, Assessing the current situation and a vision for future, developing strategy, a team and culture for success, Sustaining organization for challenges ahead

**References (Preferably latest edition may be referred):**

1. J. Grenny, K. Patterson, D. Maxfield, R. McMillan, *Influencer: The New Science of Leading Change*, (2e), McGraw-Hill Education, 2013.
2. J. Maxwell, *Developing the Leader within You*, Thomas Nelson Publishing, (1e), 2012.
3. J. Maxwell, *Becoming a Person of Influence: How to Positively Impact the Lives of Others*, Thomas Nelson Inc, 2006.
4. D. Goleman, R. E. Boyatzis, A. McKee, *Primal Leadership: Learning to Lead With Emotional Intelligence*. Harvard Business Review Press, 2006.

**MB7641: BUSINESS ANALYTICS [1 0 2 2]**

The Innovation Economy: Innovating the way to the Next Industrial Revolution on Network, Principles for the Age of Networked Intelligence, Transition from ideation to innovation, Bootstrapping Innovation and Wealth Creation Developing the New Strategic Mindset Types of Innovation : Strategic Innovation, Competing with Dual Business Models, Social Media as Change Agent, Adopting new technologies for new innovations Reindustrializing: Re-strategising the procurement process, supply chain, and collaborative commerce Innovations in practice: Innovation Methods, Invention and Innovation, Innovation success stories, Innovation learning from failures, Leading the future

**References (Preferably latest edition may be referred):**

1. D. Tapscott, A. D. Williams, *Macrowikinomics: New Solutions for a Connected Planet*, Portfolio, 2012.
2. T. H. Davenport, M. Leibold, S. C. Voelpel, *Strategic Management in the Innovation Economy: Strategic Approaches and Tools for Dynamic Innovation Capabilities*, John Wiley & Sons, 2006.
3. D. Tapscott, A. D. Williams, *Wikinomics: How mass collaboration changes everything*, Atlantic Books, 2008.
4. S. Pitroda, M. Desai, *The March of Mobile Money: The Future of Lifestyle Management*, HarperCollins India, 2010.

*Disclaimer: The Manipal University Jaipur reserves the right to make pertinent modifications, if any, in the handbook, which shall be assimilated in due course of time with proper documentation and information.*

NOTES

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