

SONA COLLEGE OF TECHNOLOGY, SALEM-5

(An Autonomous Institution)

MASTER OF BUSINESS ADMINISTRATION

CURRICULUM and SYLLABI

[For students admitted in 2019-2020]

M.B.A Regulation 2019

Approved by BOS and Academic Council meetings

Sona College of Technology, Salem
(An Autonomous Institution)
Courses of study for MBA I Trimester under Regulations 2019
Branch: **MASTER OF BUSINESS ADMINISTRATION**

I Trimester				
S.No.	Course Code	THEORY	Session	Credits
1	P19MBA101	ACCOUNTING FOR DECISION MAKING -I	20	3
2	P19MBA102	MANAGERIAL ECONOMICS	20	3
3	P19MBA103	QUANTITATIVE METHODS-I	20	3
4	P19MBA104	ORGANISATIONAL BEHAVIOUR	20	3
5	P19MBA105	BUSINESS LAW	20	3
6	P19MBA106	MANAGEMENT INFORMATION SYSTEMS	20	3
7	P19MBA107	BUSINESS COMMUNICATION - I	14	2
		Total		20

Approved by

Chairperson, MBA BOS
Dr.Swarup K Mohanty

**Member Secretary,
Academic Council**
Dr.R.Shivakumar

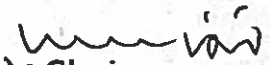
**Chairperson,
Academic Council & Principal**
Dr.S.R.R.SENTHIL KUMAR

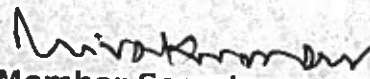
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(An Autonomous Institution)
Courses of study for MBA II Trimester under Regulations 2019
 Branch: **MASTER OF BUSINESS ADMINISTRATION**

II Trimester				
S.No.	Course Code	THEORY	Session	Credits
1	P19MBA201	Accounting for Decision Making - II	20	3
2	P19MBA202	Quantitative Methods - II	20	3
3	P19MBA203	Human Resource Management	20	3
4	P19MBA204	Operations Management	20	3
5	P19MBA205	Corporate Social Responsibility and Ethics	14	2
6	P19MBA206	Business Communication-II	14	2
OPEN ELECTIVE				
7	P19MBA801	Hindi - I	14	2
8	P19MBA802	Yoga and Wellness Management - I		
Total				18

Approved by


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 Member Secretary,
 Academic Council
 Dr.R.Shivakumar


 Chairperson,
 Academic Council & Principal
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Courses of study for MBA III Trimester under Regulations 2019

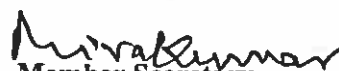
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III Trimester				
S.No.	Course Code	THEORY	Session	Credits
1	P19MBA301	FINANCIAL MANAGEMENT	20	3
2	P19MBA302	MARKETING MANAGEMENT	20	3
3	P19MBA303	ORGANISATIONAL THEORY, STRUCTURE AND DESIGN	14	2
4	P19MBA304	BUSINESS RESEARCH METHODS	20	3
5	P19MBA305	STRATEGIC MANAGEMENT	20	3
6	P19MBA306	ENTREPRENEURSHIP DEVELOPMENT	14	2
7	P19MBA307	BUSINESS APPLICATION SOFTWARES*	14	2
8	OPEN ELECTIVE		14	2
a)	P19MBA901	Hindi – II		
b)	P19MBA902	Yoga and Wellness Management - II		
c)	P19MBA903	Arabic – II		
d)	P19MBA904	Design Thinking		
e)	P19MBA905	Intellectual Property Rights		
Total				20

*100% Lab Sessions, MS Office - Excel 2016 Version and SPSS.

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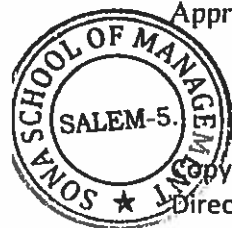

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MBA
2019

Sona College of Technology, Salem
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Courses of study for MBA IV Trimester under Regulations 2019

Branch: Master of Business Administration

COURSE TITLE				
S.No.	Course Code	THEORY	Session	Credits
1	P19MBA7xx	Elective 1	20	3
2	P19MBA7xx	Elective 2	20	3
3	P19MBA7xx	Elective 3	20	3
4	P19MBA7xx	Elective 4	20	3
5	P19MBA7xx	Elective 5	20	3
6	P19MBA7xx	Elective 6	20	3
7	P19MBA401	Summer Internship (4 weeks at the end of First Year)	4 weeks	2
Total				20

2/7/20
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17/06/2020

Regulations - 2019

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**Sona College of Technology, Salem
(An Autonomous Institution)**


Courses of study for MBA V Trimester under Regulations 2019

Branch: Master of Business Administration

COURSE TITLE				
S.No.	Course Code	THEORY	Session	Credits
1	P19MBA.....1	ELECTIVE 7	20	3 ✓
2	P19MBA.....2	ELECTIVE 8	20	3 ✓
3	P19MBA.....3	ELECTIVE 9	20	3 ✓
4	P19MBA.....4	ELECTIVE 10	20	3 ✓
5	P19MBA.....5	ELECTIVE 11	20	3 ✓
6	P19MBA.....6	ELECTIVE 12	20	3 ✓
Total				18 ✓

Approved by


Chairperson, MBA BOS
Dr.M. Selvaraj


Member Secretary,
Academic Council
Dr.R.Shivakumar


Chairperson,
Academic Council & Principal
Dr.S.R.R.SENTHIL KUMAR

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**Sona College of Technology, Salem
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Courses of study for MBA VI Trimester under Regulations 2019

Branch: Master of Business Administration

COURSE TITLE				
S.No.	Course Code	THEORY	Session	Credits
1	P19MBA601	CAPSTONE(Project work)	Ten weeks	8
Total				8

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P19MBA101 - ACCOUNTING FOR DECISION MAKING- I
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Explain the various accounting mechanics, process and system.
2. Develop their skills in reading Annual Reports.
3. Analyze and interpret the financial statements of business.
4. Understand management accounting and their managerial implications.

Topics

1. Accounting Mechanics, Process and System
 - The concept of double entry and fundamental principles
 - Introducing Book Keeping and Record Maintenance
2. Preparation of financial statements
 - Trial balance to Final accounts
 - Significance of annual report and its contents in (Indian perspective)
3. Understanding the Financial Statement Analysis
4. Interpreting and Analyzing the financial statement using Ratio Analysis
5. Preparation of Cash flow statement and fund flow statement

Text Book:

1. A. Murthy & S.Gurusamy, Management Accounting Theory and Practice, Vijay Nicole Imprints Pvt Ltd, 5th edition 2013.
2. N. Maheshwari & S.K.Maheshwari, "A Text Book of Accounting for Management", Vikas Publication House Pvt Ltd, 4th edition, 2014.
3. S.Ramanathan, Accounting for Management, Oxford University, 1ST Edition, 2014.

Reference Books:

1. Ronald W.Hilton & David E.Platt, Managerial Accounting Creating Value in a Dynamic Business Environment, Mc Graw Hill Education, 10th edition, 2014.
2. M.y.Khan & P.K.jain, Management Accounts : Text, Problems & Case", Tata Mc Graw Hill Publishing Co Ltd, 7th Edition, 2012.
3. Gupta R. L. and Radhaswamy M., Advanced Accounting, Sultan Chand Publishers, NewDelhi, 5th edition, 2010.

P19MBA102 - MANAGERIAL ECONOMICS

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Understand the basic concepts of managerial economics.
2. Analysis the determinants of demand, supply cost & production
3. Examine the effect of different market structure and pricing strategies.
4. Identify the role of macroeconomic variables.

Topics

1. Introduction: Economics, Business and Demand & Supply Analysis
 - Roles & Responsibilities of Managerial Economist
 - Positive & Normative Economics
 - Macro & Micro Economics
 - Law of Demand
 - Elasticity of Demand
 - Demand forecasting, types
 - Law of supply
 - Elasticity of supply
2. Production and Cost analysis
 - Short & Long run Production function
 - Return to scale
 - Cost Concept
 - Short run & Long run Cost function
 - Economies Vs Diseconomies of Scale
3. Market Competition and pricing
 - Market Structure, Perfect competition,
 - Monopoly, Monopolist Competition
 - Duopoly & Oligopoly
 - Pricing Decisions
 - Pricing Discrimination
 - Advance Topic in Pricing Theory
4. Overview of Macroeconomic
 - National Income
 - Inflation
 - Unemployment and poverty
 - Money, fiscal and foreign sector variables

Text Book

1. Geethika & Piyali Ghosh, Managerial Economics,, Mcgraw Hill Education 3rd Edition, 2017.

Reference Books

1. N. Gregory Mankew, Principles of macroeconomics southwestern international edition, 2006.
2. Deviga Vengedasalam & Karunagaran Madhavan, Principles of Economics, Oxford, 3rd Edition, 2013.
3. H.L. Ahuja, Managerial Economics, S.Chand Publication, 7th Revised Edition
4. Paul A. Samuelson and William D. Nordhaus, Economics, Tata McGraw Hill, 10th Edition.
5. D.N.Dwivedi, Managerial Economics, Vikas Publication.
6. Michael Melvin &William Boyes, Principles of Economics, Cengage Learning, 9th Edition.

P19MBA103 - QUANTITATIVE METHODS - I

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Apply the concepts and theory of probability in management practice.
2. Know the various sampling techniques and the interval estimates.
3. Use statistical tools for data analysis in business decision making.
4. Identify the correlation and regression between the variables and interpret.

Topics

1. Theory of probability
 - Apriori , Posterior and Conditional probability
 - Baye's Theorem
 - Binomial, Poisson and Normal distribution
2. Sampling and Estimation
 - Methods of Sampling
 - Introduction to estimation theory
3. Parametric Inference
 - One sample and two sample tests for means and proportions of large and small samples –z-test, t-test F-test
 - ANOVA- one way and two way
4. Non –parametric inference
 - Chi square test for single sample, goodness of fit and independence of attributes.
 - Comparing populations- Mann whitney U test, Kruskal wallis test
5. Tests on Correlation coefficients
 - Karlpearson's coefficient of correlation
 - Spearmann's Rank correlation
6. Regression analysis
 - Estimation of regression lines

Text Book

1. R.P Hooda , 'Statistics For Business and Economics ' , Vikas Publication, 5th Edition, 2016.

Reference Books:

1. Naval Bajpai, Business Statistics, Pearson,2010
2. Levin, Rubin, Statistics for Management, Prentice Hall of India ,2009
3. Srivastava, Rego, Statistics for Management, Tata McGraw Hill, 2009

4. Stine, Statistics for Business, Pearson, 2010
5. Anderson, Statistics for Business and Economics, Cengage, 2009
6. Aczel, Sounderpandian, Complete Business Statistics, Tata McGraw Hill, 2009
7. Beri Business Statistics Tata McGraw Hill 2010
8. Ken Black, Statistics for Management, Wiley India, 2009

P19MBA104 - ORGANISATIONAL BEHAVIOUR

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes: The students will be able to

1. Discuss the overview of Organizational Behavior.
2. Understand the topics related to the behavior of individuals and groups in organizations
3. Examine the individual and group level variables and application of its concepts in practice.
4. Appreciate individuals, interpersonal and group processes for increased effectiveness within and outside organizations.

Topics

1. Introduction to Organizational Behavior
 - Disciplines, Challenges and Opportunities of OB
 - OB Model
2. Personality, Values and emotions
 - Personality types
 - Linking an Individual's Personality and Values to the workplace
 - Emotions and Emotional Intelligence
3. Attitudes and Job Satisfaction
 - Management of attitude and work force diversity in business organizations
 - Hofstede's Framework for Assessing culture
4. Perception and Individual decision making
 - Attribution Theory
 - Specific Applications of Shortcuts in perception
5. Learning and Behavioral Performance Management
 - Learning theories
 - Types of Reinforcement and Shaping behavior
6. Motivation and motivation theories
7. Group processes and Teams in Organizations
 - Turning Individuals into Team Players
 - TA and Johari Window
8. Leadership and its theories
 - Charismatic and Transformational Leadership
9. Power and Politics at work place
10. Conflict management and Negotiations

Text Book

1. Stephen P. Robins, Organisational Behaviour, PHI Learning / Pearson Education, 16th edition, 2014.

Reference Books

1. Fred Luthans, Organizational Behavior, McGraw Hill, 12th Edition, 2013.
2. Jerald Greenberg, Behavior in Organizations, Pearson Publication, 10th Edition, 2012.
3. Nelson, Quick and Khandelwal, Organizational Behavior, ORGB, Cengage Learning, 4th Edition, 2014.

P19MBA105 - BUSINESS LAW
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Discuss the legal frame work of business.
2. Examine the major legal problems in business environment.
3. Analyze the role of law in commercial transactions.
4. Implement the legal concepts in business situations.

Topics

1. Indian Contract Act, 1872
 - Essential elements of a valid contract
 - Performance of contract
 - Discharge of contract
 - Breach of Contract, Remedies for breach of contract
 - Contingent contract
 - Quasi contract.
2. Indian Partnership Act, 1932
 - Rights and duties of partners
 - Constitution and Reconstitution
 - Dissolution of firm
3. The sale of goods Act, 1930
 - Classification of goods
 - Rules regarding delivery of goods,
 - Rights and duties of buyer and seller,
 - Rights of an unpaid seller,
 - Remedies for breach of contract of sale.
4. Companies Act 2013
 - Formation of company
 - kinds of company
 - Memorandum of Association
 - Articles of Association
 - Powers of directors
 - Winding Up
5. Negotiable Instruments Act, 1881
 - Essential elements of Promissory note, bill of exchange and cheque
 - Dishonor and discharge of negotiable instrument

- Recent amendments in NI Act.
6. Consumer protection Act, 1986
 - Rights of Consumers
 - Consumer Dispute Redressal Forums
 - Remedies available to consumers
 7. Goods and Services Tax(GST)
 - Objectives, scope and important features
 - Advantages and disadvantages.

Text Book

1. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 4th Edition 2016.

Reference Books

1. N. D. Kapoor, Elements of Mercantile law, Sultan Chand & Sons, 37th revised edition 2015.
2. Avtar Singh, Business Law (formerly Mercantile Law), Eastern Book Company, 11th edition 2018.
3. Companies Act 2013, Bare Act, Government of India.

P19MBA106 - MANAGEMENT INFORMATION SYSTEMS
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Familiarize the role of Management Information Systems in modern organizations.
2. Explore the relationship between information systems and their impact on decision – making in organizations.
3. Analyze the process of information as a resource in business organizations.
4. Understand the importance of implementation of computer based information systems in modern business organizations.

Topics

1. Management Information systems

- Meaning, Historical Perspective
- Functions of Management Information Systems
- Information Concepts
- Establishing Framework
- Business Model and Conceptual Model
- Architecture

2. System Development: Modern Information Systems

- System Concepts
- System Development Life Cycle
- Prototyping- Structured Methodologies
- Designing Computer Based Methods
- Designing Structured Programs
- Database Concepts-DBMS-RDBMS-OODBMS
- Information Systems: Functional Areas - Production Systems Human Resources, Finance & Marketing

3. Concepts of Decision Support Systems

- Decision support systems
- Enterprise Information Systems
- Expert Systems
- Knowledge Management Systems
- Enterprise Resource Planning
- Managing International Information Systems

4. Implementation and control

- Quality Assurance in Information Systems
- Cost Benefit Analysis Assessing Values and Risk of Information Systems
- IT Ethics
- Intellectual Property, Copyright & Patterns
- Impact of Information Technology on Organizations and Society

5. Management Challenges and Computer Crime

- Cyber Law
- Security Management of Information Technology
- Auditing IT Security
- Global Management of Information Technology

Text Books:

1. James O'Brien, Marakas, Behl, Management Information systems, Tata McGraw-Hill, 9th edition.
2. Laudon, Laudon and Dass, Management Information systems, Pearson education, 11th edition.

Reference Books:

1. Effy Oz, Management Information Systems, Cengage learning, 5th Edition.
2. Waman S Javadekar, Management Information Systems – Texts and cases, Tata McGraw – Hill, 3rd Edition, 2008.
3. Indrajit Chatterji, Management Information Systems, Prentice Hall of India, 2010.
4. CSV Murthy, Management Information Systems, Himalaya Publishing House, 2009
5. Hitesh Gupta, Management Information Systems – An Insight, International Book House, 2011 Edition.

P19MBA107 - BUSINESS COMMUNICATION - I

(2 Credits)

14 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Apply business communication principles for effective communication.
2. Discuss different processes and considerations involved in oral business communication.
3. Create various types of business letters.
4. Communicate via electronic mail, internet and other technologies.

Topics

1. Essentials of Business Communication

- The communication process
- Objectives of communication
- The communication media

2. Focus on Language

- Vocabulary – Words often confused
- Idioms and Phrases
- Tenses – Active and Passive voice
- Punctuation

3. Speeches and other oral Communication

- Telephone skills
- Meetings
- Group Discussions
- Speech of introduction – Thanks giving
- Occasional speech

4. Business Correspondence

- Routine letters
- Persuading letters
- Collection letters
- Sales Letters
- E-mail
- Circulars

5. Other skills

- Listening and Reading skills
- Non-verbal communication
- Communicating electronically

Text Book

1. Rajendra Pal, J.S.Korlahalli, Essentials of Business Communication, Sultan Chand & Sons, 13th edition, 2011.


Reference Books

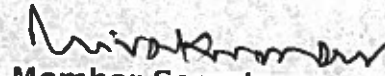
1. Lehman / Dufrene / Sinha "Business Communication", Cengage Learning, 2 nd edition, 2016
2. Sanjay Kumar, Pusp Lata- "Communication Skills", Oxford University Press, Second impression 2012.
3. Raymond V.Lesikar, John D. Pettit and Mary E.Flatley – Lesikars Basic Communication, Tata McGraw Will, 8th Edition – 1999.
4. Stevel. E. Pauley, Daniel G.Riordan, Technical Report Writing Today – AITBS Publishing & Distributors, India 5th edition , 2000.

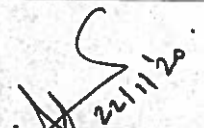
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P19MBA201 - ACCOUNTING FOR DECISION MAKING- II

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Apply the concept of cost accounting and its techniques.
2. Understand the cost information in resolving the problems, which they may face as managers.
3. Analyze cost sheet, budgets and measure variance cost.
4. Evaluate the cost data in planning, decision making and control.

Topics


1. Basic concepts of cost accounting with its classification
2. Unit Costing (Cost Sheet)
3. Job order costing-Process costing-Activity Based Costing
4. Marginal costing - BEP, Margin of Safety, CVP analysis
5. Application of Marginal Costing in decision making
6. Acceptance of Special order, Key factor, Make/Buy decision
7. Budgetary Control - Preparation of flexible and cash budgets
8. Standard Costing - Computation of material, labor cost variances and overhead variance

Text Book

1. N.Maheshwari&S.K.Maheshwari, "A Text Book of Accounting for Management", Vikas Publication House Pvt Ltd, 4th Edition, 2014.
2. S.P.Iyengar, Cost Accounting Principles & Practices, Sultan Chand & Sons Educational Publishers, 10th Edition, 2005.
3. Paresh Shah, Management Accounting, Oxford University, 2nd Edition, 2015.

Reference Books:

1. M.N.Arora, Cost Accounting : Principles and practice, Vikas Publication House pvt Ltd, 11th Edition, 2011.
2. Charles T. Horgren, Srikant M. Data & George M Fosta, Cost Accounting A Managerial Emphasis, Prentice Hall of India, 14th Edition, 2011.
3. Edward Vanderbeck, Thomsan South Wetan, Principles of cost Accounting, 15th Edition, 2010.


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P19MBA202 - QUANTITATIVE METHODS - II

(3 Credits)


20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Estimate the optimum transportation cost and assignment to get the optimal solutions.
2. Identify the decision making environments and make the best decision.
3. Explain the Concept of two- person zero-sum games and solve them.
4. Apply replacement model and determine the critical path

Topics

1. Introduction to Operations research
 - An overview and scope of Operations Research
2. Linear Programming Problem
 - Formulation exercises on LP problems
 - Graphical method of solving LPP
3. Special types of LPP
 - Initial feasible solution to a Transportation problem using NWC, LCM, VAM
 - Test for Optimality using MODI method
4. Assignment Model
 - Hungarian method of assigning jobs on machines
 - Application of Assignment problem-Travelling salesman case
5. Decision Theory
 - Types of decision making environment
 - Techniques of decision making under uncertainty
 - Techniques of Decision Making under risk
6. Game Theory
 - Game with Pure and mixed strategies
 - Dominance rule
 - Solving $2 \times m$ and $n \times 2$ game using graphical method
7. Replacement
 - Replacement of equipment's which deteriorate with and without time
 - Group replacement and Individual replacement
8. Sequencing
 - Sequencing of 'n' jobs and '2' machines
 - Sequencing of 'n' jobs and '3' machines
 - Sequencing of 'n' jobs and 'm' machines
 - Network Techniques


Dr.M.SELVARAJ, B.Tech., M.B.A., Ph.D
Professor and Joint Director,

9. Construction of networks

- PERT, CPM of evaluating the projects
- Calculation of floats

Text Book

1. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.

Reference Books

1. J.K.Sharma, Operations Research-Theory and Application, 5th edition, Macmillan publishers, 2013
2. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004
3. N. D Vohra, Quantitative Techniques in Management, 4th edition, Tata Mcgraw Hill, 2012.
4. Kalavathy S, Operations Research, Second edition, Vikas Publishing House, 2004.
5. G. Srinivasan, Operations Research - Principles and Applications, PHI, 2007.


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P19MBA203 - HUMAN RESOURCE MANAGEMENT

(3 Credits)


20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Outline the overview of Human Resource Management and recent trends
2. Illustrate the methods and process of Job analysis and its design.
3. Inspect the process of Recruitment, Selection and Appraisal
4. Design an effective training, development, compensation program

Topics

1. Introduction to Human Resource Management
 - Functions and Objectives
 - Evolution of Human Resource Management
 - Difference between PM and HRM
 - Role and Challenges of HR Manager
 - HR Analytics - Introduction
2. Job Analysis: Process
 - Methods of collecting job related data
 - Design of Job description and specification.
 - Job Design and its approaches
 - Human Resource Planning – Process
3. Recruitment and Selection
 - Nature and Purpose – Sources of Recruitment
 - Factors influencing Recruitment - Recruitment Process
 - Nature and Process of Selection
 - Induction
4. Training and Development
 - Training Need Assessment
 - Designing of a training program
 - Methods of Training and Development
5. Performance Appraisal and Compensation
 - Methods of Performance appraisal
 - Components of Indian pay structure
 - Incentives and Fringe Benefits
 - Methods of Job Evaluation


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Text Book

1. Gary Dessler, Human Resource Management, Pearson Education, 15th Edition, 2017.

Reference Books

1. David A. Decenzo , Stephen P. Robbins, Fundamentals of Human Resource Management, , Wiley Publication , 11th Edition, 2012.
2. Uday Kumar Haldar and Juthika Sarkar. Human Resource management, Oxford publication, 1st Edition, 2013.
3. VSP Rao, Human Resource Management – Text and Cases, Excel Books, 3rd Edition, 2012.


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P19MBA204 - OPERATIONS MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Understand the fundamentals of different types of production and operations decisions.
2. Analyze different process design for new product or improved products and services.
3. Evaluate and identify different concepts with respect to facility location-layout.
4. Learn and plan Work and Motion study.

Topics

1. Introduction to Operations Management
 - Differences between product and services
 - Historical development
 - Transformation process
2. Production system
 - Productivity
 - Types of production
 - Operational decisions
3. Forecasting
 - Concepts
 - Forecasting Techniques
4. Product, Service and Process Design
 - Developing New Product
 - Improving Design of Existing Product
 - Designing and Developing of New Services
 - Process Selection
 - Types of process design
 - Factors affecting Process Design Decisions
5. Facility Location and Layout
 - Location selection
 - Layout – Concept, Types
 - Factors affecting layout and location decisions
6. Work and Motion study
 - Concept and Role of work study
 - Work study procedure
 - Ergonomics


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- Work measurement
7. Introduction to World Class Manufacturing Techniques
- TQM,TPM
 - Kanban systems
 - Supply Chain Management
 - Lean Manufacturing
 - Agile Manufacturing
 - Six sigma

Text Book:

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, Recent Edition.

Reference Books:

1. Norman Gaither and Gregory Frazier, Operations Management, Cengage Learning 2014.
2. S N Chary, Production and Operations Management Tata McGraw- Hill Publishing Recent Edition.


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P19MBA205 - CORPORATE SOCIAL RESPONSIBILITY AND ETHICS
(2 Credits)
14 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Give a rational thinking on moral problems in today's business scenario.
2. Understand business implications and opportunities arising from social and environmental issues.
3. Formulate strategic corporate measures by incorporating social and environmental issues to ethical business management.
4. Learn the methods of bringing business excellence through ethical roots.

Topics

1. Introduction
 - Concept of corporate citizenship and corporate responsibility
 - Relevance in today's business
2. Corporate Social responsibility and stakeholders
 - Internal and external stakeholders
 - Responsibilities to various stakeholders
 - Formulating and implementing a policy for corporate social responsibility
3. Sustainable Development
 - Brundtland commission
 - Triple bottom line approach
 - Business models for sustainable development
4. Ethical Value System
 - Universalism and Utilitarianism
 - Distributive Justice
 - Social Contracts
 - Professional Code
 - Values across cultures
5. Indian Values and Ethics
 - Hierarchy of status
 - Non-violence
 - Rights and duties
 - Ethics in work life
6. Ethics and Corporate Excellence
 - Code of Ethics in Business Houses
 - Organizational culture building


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Text Books

1. Madhumita Chatterji, Corporate Social Responsibility, Oxford University Press India, 2011.

Reference Books

1. Laura P. Hartman and Joseph R. Desjardins, Business Ethics: Decision making for personal integrity and social responsibility, McGraw Hill, 2nd edition, 2013.
2. Paul Griseri and Nina seppala, Business Ethics and Corporate Social Responsibility, Cengage Learning EMEA, 2010.
3. Sri Urip, CSR Strategies: Corporate Social Responsibility for a Competitive Edge in Emerging Markets, John Wiley & Sons, 2011.
4. Philip Kotler and Nancy Lee, Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause, John Wiley & Sons, 2011.
5. Ronald Francis and Mukti Mishra, Business Ethics-An Indian perspective, Tata McGraw Hill.
6. Sanjay K. Aggarwal, Corporate Social Responsibility in India, Response Books (Sage Publication), 2008.
7. Michael Hopkins, Corporate Social Responsibility and International Development: Is Business the Solution? Earth scan, 2007.


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P19MBA206 - BUSINESS COMMUNICATION - II

(2 Credits)

14 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Identify key principles in Business Communication.
2. Deliver an effective oral business presentation.
3. Identify appropriate organizational formats and channels used in business messages.
4. Apply business and social etiquette in future work organizations.

Topics

1. Essentials of Business Communication

- Types of communication
- Barriers to communication
- Non-verbal communication
- Interpersonal communication
- Preparing good news and bad news messages

2. Speeches and other oral Communication

- Interviews
- Negotiating and Bargaining
- Group Decision-making - Group conflict
- Meeting management
- Presentation skills

3. Interdepartmental and other written communication

- Memos – office orders
- Circulars – Notices
- Notification – Agenda – Minutes
- Proposals

4. Employment related communication

- Job Application letters
- Resume
- Interview Letters

5. Other skills

- Business and Social etiquette
- Intercultural communication – Gender sensitivity
- Listening to conversations


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Text Book

1. Rajendra Pal, J.S.Korlahalli, Essentials of Business Communication, Sultan Chand & Sons, 13th edition, 2011.

Reference Books

1. Lehman / Dufrene / Sinha "Business Communication", Cengage Learning, 2 nd edition, 2016
2. Sanjay Kumar, Pusp Lata- "Communication Skills", Oxford University Press, Second impression 2012.
3. Raymond V.Lesikar, John D. Pettit and Mary E.Flatley – Lesikass Basic Communication, Tata McGraw Will, 8th Edition – 1999.
4. Stevel. E. Pauley, Daniel G.Riordan, Technical Report Writing Today – AITBS Publishing & Distributors, India 5th edition , 2000.


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P19MBA801 - HINDI - I

(2 Credits)

14 Sessions (90 Minutes / Session)

Course Outcomes:

The students will be able to

1. Identify the Alphabets and pronounce them.
2. Frame simple sentences
3. Speak some common words at home, during Interview and in office.
4. Understand the story line while watching channels in television.

TOPICS

1. Basic introduction & Alphabets
2. Written alphabets & pronunciation
3. Basic grammar (Simple sentence forming)
4. Basic grammar (Genders , Plurals)
5. Basic grammar (Tenses)
6. Forming simple sentences
7. Greetings
8. At home
9. In an interview
10. At the office

Note: Basic grammar is taught to handle the common mistakes, and the other session are interactive and practical conversations.


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P19MBA802 - YOGA AND WELLNESS MANAGEMENT – I

(2 Credits)

14 Sessions (90 Minutes / Session)

Course Outcomes: The students will be able to

1. Improve the cognitive function
2. Develop skills for maintaining lifelong health and fitness
3. Apply the principles and techniques of yogic conditioning
4. Integrate knowledge and skills in their programme of study

TOPICS

1. Yoga

- Definition and origin
- Yogic concept of Health and Disease
- Composition of the human body
- According to Modern medicine
- According to Yoga

2. Ashtanga Yoga

- Yama, Niyama, Asana, Pranayama, Prathyahara, Dharana, Dhyana, Samadhi and their Therapeutic impact on our common health problems.
- **Streams of Yoga** :Jnana yoga, Karma yoga, Raja yoga and Bhakti yoga, Naad yoga, Hatha yoga, Laya yoga

3. Asanas

- Importance in maintenance of positive health, methods, rules and regulations and limitations of each Asanas.
- **Pranayama and Kriyas** :Importance in maintenance of positive health, methods, rules and regulations and limitations.

4. Yogic Diet and Nutrition

- Role of Mudras
- Role of Asanas in various diseases
- Role of Pranayama in various diseases


5. Yoga and mental Health

- Yoga relaxation techniques
- Yoga relaxation techniques
- Meditation and its application of psychosomatic disorders

Learning Resources

Text Books :

1. B.K.S. Iyengar , Yoga,
2. Asanas, Pranayama – By SwamyKunalayananda


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Reference Books :

1. Principles and methods of yogic therapy by S.L. Vinekar and swami kuvalayananda
2. Various articles from yoga mimamsa
3. Publications by Vivekananda Kendra, Bangalore
4. Shat Darshans
5. Yoga physiology by .Dr.M.V. Bhole


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Sona College of Technology
(Autonomous Institution)
Courses of study for MBA III Trimester under Regulations 2019

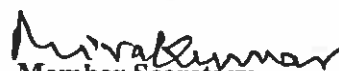
Branch: **MASTER OF BUSINESS ADMINISTRATION**

III Trimester				
S.No.	Course Code	THEORY	Session	Credits
1	P19MBA301	FINANCIAL MANAGEMENT	20	3
2	P19MBA302	MARKETING MANAGEMENT	20	3
3	P19MBA303	ORGANISATIONAL THEORY, STRUCTURE AND DESIGN	14	2
4	P19MBA304	BUSINESS RESEARCH METHODS	20	3
5	P19MBA305	STRATEGIC MANAGEMENT	20	3
6	P19MBA306	ENTREPRENEURSHIP DEVELOPMENT	14	2
7	P19MBA307	BUSINESS APPLICATION SOFTWARES*	14	2
8	OPEN ELECTIVE		14	2
	a)	P19MBA901	Hindi – II	
	b)	P19MBA902	Yoga and Wellness Management - II	
	c)	P19MBA903	Arabic – II	
	d)	P19MBA904	Design Thinking	
	e)	P19MBA905	Intellectual Property Rights	
Total				20

*100% Lab Sessions, MS Office - Excel 2016 Version and SPSS.

Approved by

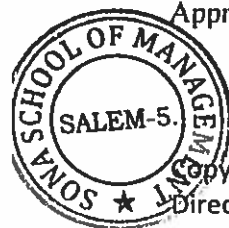

Chairperson, MBA BOS
Dr.Swarup K Mohanty


Member Secretary,
Academic Council
Dr.R.Shivakumar


Chairperson,
Academic Council & Principal
Dr.S.R.R.SENTHIL KUMAR

Copy to:

Director - MBA, III Trimester MBA Students and Staff, COE



P19MBA301 - FINANCIAL MANAGEMENT
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Identify the role of finance and time value of money in business.
2. Ascertain the sources of funds and feasibility of project using investment appraisal methods.
3. Understand the usage and mix of different sources of funds in business with cost involved.
4. Utilize the elements of working capital for effective liquidity management, cash management, inventory management.

Topics

1. Introduction
 - Functions and Decisions
 - Finance managers' role
 - Liquidity Vs Profitability
2. Time Value of Money
 - Compounding and Discounting
 - Problems
3. Investment Decisions
 - Capital Budgeting decisions
 - Methods
 - Capital Rationing
 - Problems
4. Cost of capital
 - Opportunity Cost of capital
 - Cost of Equity, Debt, Preference and Overall cost of capital
 - Problems
5. Leverages
 - Financial and Operating leverages
 - Problems
6. Capital Structure
 - Theories
 - EBIT – EPS Analysis

- Indifference Point
 - Problems
7. Dividend and its forms
- Theories and Problems
8. Working Capital and its Elements
- Estimation (problems)

Text Book

1. I. M. Pandey, Financial Management, Vikas Publishing House Pvt Ltd., 11th Edition, 2015.

Reference Books

1. Jonathan Berk and Peter Demarzo, Financial Management, Pearson Education India, 3rd Edition, 2016.
2. Prasanna Chandra, Financial Management Theory and Practice, Mc Graw Hill Education (India) Pvt Ltd, 9th Edition, 2015.
3. M Y Khan and P K Jain, Financial Management, Mc Graw Hill Education (India) Pvt Ltd, 7th Edition, 2014.


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P19MBA302 - MARKETING MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the concept of marketing, marketing environment and develop a marketing plan in theory and practice.
2. Identify consumer decision making process and apply the STP (segmentation, targeting, positioning) strategies of marketing to gain competitive advantage.
3. Develop marketing strategies to strengthen future product innovation and extensions.
4. Apply 4P's of marketing to serve consumers.

Topics

1. Introduction to Marketing
 - Philosophies of Marketing
 - Marketing Mix
2. Marketing Plan
3. Marketing Environment
4. Consumer Decision Making
 - Factors influencing decision making
 - Consumer decision making process
5. Business Marketing
 - Buying Situation
 - B to B Buying process
6. Segmentation, Targeting, Positioning
 - Criteria for Segmentation
 - Bases of Segmentation
 - Targeting
 - Positioning
 - Dealing with competition
 - Brand and brand equity
7. Customer value, Satisfaction and Loyalty
8. Designing and Capturing Value
 - Setting product strategy
 - Developing New Products
 - Managing services
 - Developing pricing strategies
9. Delivering value
 - Designing marketing channels

- Managing Retailing Wholesaling and Logistics

10. Communicating value


- Managing mass communication: Advertising, Sales Promotions, Public relations
- Managing personal communications: Direct marketing and personal selling
- Managing Digital communication: Online, Social media and Mobile marketing

Text Book:

1. Grewal, Levy, Marketing, McGraw Hill Education, 6th Edition, 2018.

Reference Books:

1. Philip Kotler and Kevin Lane Keller, Pearson, 15th Edition, 2017.
2. Baines, Fill, Page, Marketing, Oxford University Press, Asian Edition, 2013.
3. Ramasamy and Namakumari, Marketing Management-Indian context and Global perspective, Mc Graw Hill Education, 5th edition


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P19MBA303 - ORGANISATIONAL THEORY, STRUCTURE AND DESIGN
(2 Credits)
14 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the concept of an organisation and its environment
2. Create an organisational design
3. Formulate strategy – structure framework
4. Present an overview of Organisational its change and development.

Topics


1. The Organisation and its environment
 - What is an Organisation
 - Organisational Structure
 - Organisational Culture
 - Organisational Design and Change
 - Organisational Effectiveness
2. Organisational Design
 - Basic Challenges of Organisational Design
 - Designing Structure and size
 - Creating and Managing Organisational Culture- Denison model
 - Organisational Design and Strategy
 - Organisational Design and Technology
3. Organisational Change and Development
 - What is Organisational Change
 - Types and forms of Organisational Change
 - Organisational Transformations
 - Organisational Development and Interventions-an overview

Text Book

1. Stephen Robbins & Mary Mathew, Organization Theory: Structure, Design & Applications, Pearson Publication, 3rd edition.

Reference Books

1. Gareth R.Jones, Organizational Theory Design and Change, Pearson Publications, 7th Edition, 2012.
2. Jerald Greenberg, Behavior in Organizations, Pearson Publication, 10th Edition, 2012.
3. Cummings & Worley, Organization Development & Change, Cengage Learning, 10th Edition, 2014.


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P19MBA304 - BUSINESS RESEARCH METHODS

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the nature of a business problem and translate it into a research problem.
2. Formulate a research design and make objective statements for a given study.
3. Design tools for collecting data, specify the most appropriate test of hypothesis and make inferences from the result.
4. Write reports, make presentations, and defend research projects.

Topics

1. Introduction to Business Research
 - Definition, significance and scope
 - Types of research
 - Deductive and Inductive reasoning
 - The Research Process- Overview
2. The Language of Research
 - Problem Identification, Review of Literature
 - Concept, Construct, Variable
 - Formulation of hypothesis
 - Model framework
3. Research Design
 - Descriptive studies & Causal studies
 - Research design Classification Exploratory studies,
 - Qualitative vs. Quantitative research Merging Qualitative and Quantitative techniques
 - Experiments
 - Observation studies
 - Surveys
4. Sources and Collection of Data
 - Scaling techniques
 - Questionnaire
 - Validity and Reliability of Instruments
 - Data Editing, coding and Data entry
5. Analysis of Data -Overview
 - Univariate


- Bivariate
 - Multivariate
 - Introduction an software for research analysis
6. Report Writing and Ethics in Business Research
- Types of report
 - Components of report
 - Citation and referencing
 - Plagiarism Ethical Treatment of participants

Text Book

1. Donald R Cooper, Pamela S. Schindler and J.K.Sharma, Business Research Methods, Tata Mc Graw Hill, 11th Edition,2016.
2. William G.Zikmund, Barry J. Babin, Jon C.Carr, AtanuAdhikari and Mitch Griffin, Business Research Methods: A South-Asian perspective with coursemate, Cengage, 8thedition, 2016.

Reference Books

1. Sameer Phanse, Research Methodology – Logic, Methods, and Cases, Oxford University Press, 2016.
2. Naval Bajpai, Business Statistics, Second edition, Pearson, 2016.
3. R.Paneerselvam, Research Methodology, Prentice Hall of India, New Delhi, 2010.
4. Uma Sekaran, Research Methods for Business, Wiley India Pvt. Ltd. 5th edition 2012.
5. K.N. Krishnaswamy, AppaIyerSivakumar and M.Mathirajan, Management Research Methodology, Pearson Education, New Delhi, 2006.


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P19MBA305 - STRATEGIC MANAGEMENT
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the basics of strategy and its implications in an organization and community.
2. Work on the competitive advantages of firms by doing environment analysis.
3. Analyze the stability and durability of different strategic alternatives in various levels.
4. Evaluate the implementation of strategies w.r.t different organizational structure and control systems.

Topics

1. Understanding Strategy
 - Concept & levels of strategy
 - Strategic Management and Process
 - Stakeholders in the business and their roles in strategic management
2. Analyzing Company's Internal environment
 - Resources & Capabilities
 - Sources and Durability of Competitive advantage
 - Core competency & Distinctive Competencies
 - Analyze Company's resources and competitive position
3. Analyzing Company's External environment
 - Environment Threat and Opportunity Profile
 - Porter's Five force model
 - Strategic group analysis
 - Value Chain analysis
4. Corporate Portfolio analysis
 - BCG Matrix
 - GE 9 Cell Model
5. Strategic Choices
 - Functional Level
 - Business Level
 - Global Level
 - Corporate Level
6. Strategic implementation
 - Barriers to strategic Implementation

- Mintzberg's 5 Ps
 - McKinsey's 7s Framework
7. Organizational Structure and Control Systems – A strategic perspective
 8. Strategic evaluation
 - Symptoms of malfunctioning of strategy
 - Use of Balance Score card for strategic evaluation
 9. Blue and Red Ocean Strategies

Text Books:

1. Charles W.L.Hill & Gareth R.Jones , Strategic Management Theory An Integrated approach ,Cengage Learning - 9th edition 2012.
2. Azar Kazmi, Strategic Management & Business policy, Tata McGraw Hill 2015.

Reference Books:

1. Thomas L.Wheelen, J.David Hunger & Krish Rangarajan , Strategic Management and Business Policy, Pearson Education, 2006
2. Henry Mintzberg, Joseph Lampel, Bruce Ahlstrand , Strategy safari –Your complete Guide Through the Wilds of Strategic Management – Prentice Hall, 2nd edition, 2009 Hitt, Ireland, Hoskisson, Manikutty, Strategic Management A South Asian Perspective ,Cengage Learning -9th edition, 2016.
3. Thompson, Strickland, Gamble and Gain, Crafting and Executing Strategy The Quest for Competitive advantage, Tata Mcgraw Hill – 17th edition, 2012.


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P19MBA306 - ENTREPRENEURSHIP DEVELOPMENT

(2 Credits)

14 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the concepts of "entrepreneur" and "entrepreneurship".
2. Explore different opportunities towards environment and other supportive services.
3. Prepare the structure and content of a business plan.
4. Develop insights into the management of new business ventures.

Topics

1. Introduction: Entrepreneur and Entrepreneurship
2. Entrepreneurial Competence
3. Institutional Support to Entrepreneurs
 - Need for Institutional Support
 - Specialized Institutions
 - Incubation
4. Project Identification and Selection
 - Project Formulation
 - Criteria for Selection of Product
 - Project Appraisal
 - Growth of Business Ideas
5. Business Plan Preparation
 - Prefeasibility Study
 - Specimen of a Project Report
 - Project Feasibility Report Preparation
 - Evaluation Criteria
6. Financing of Enterprises
 - Capital Structure
 - Sources of Finance
7. Business Model
8. Launching of Small Business
9. Challenges in Entrepreneurial Ventures


Text Books

1. TV Rao, Donald F.Kurako, Entrepreneurship: A South Asian perspective, Cengage Learning, 1st Edition, 2016.

Reference Books

1. P.Narayana Reddy, Entrepreneurship: Text and Cases, Fourth Impression, Cengage Learning, 4th Edition, 2010.

2. Robert D Hisrich, Entrepreneurship Tata Mc Graw Hill Education , 9th Edition, 2014.
3. Mathew J Manimala, Biztantra, Entrepreneurship Theory at the Crossroads: Paradigms and Praxin, Wiley India, 2nd Edition, 2005.
4. Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation and Review, Mc Graw Hill India, 8th Edition, 2014.
5. Arya Kumar, Entrepreneurship : Creating and Leading an Entrepreneurial Organisation, Pearson Education, 1st Edition, 2012.
6. SS. Khanka, Entrepreneurship Development, S.Chand publishing, Revised Edition 2013.
7. Rajeev Roy, Entrepreneurship, Oxford University Press, 2nd Edition, 2011.


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P19MBA307 - BUSINESS APPLICATION SOFTWARES
(2 Credits)
14 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Prepare and present reports using various basic and advance functions available in MS Excel
2. Utilize the financial applications in decision making & Visualize data for effective inference
3. Mine and clean data to enhance decision making process
4. Analyse and interpret data using statistical software

Topics

1. Excel Advance Functions
 - VLOOKUP, HLOOKUP, SUMIF, SUMIFS, SUMPRODUCT, DSUM, COUNTIF, COUNTIFS, IF, IFERROR, DCOUNT, DCOUNTA, OR, AND, SEARCH, INDEX, MATCH, CONCATENATE
2. Working with Cells and Ranges
3. Formulas for Financial Applications
4. Excel Options
 - Various Methods of Filter and Advance Filter options
 - What if analysis; Uses of Goal Seek and Scenarios Manager
 - Auto Filter, Multiple and Advanced Filter
 - Sorting
 - Generating subtotals & Formatting
5. Charts
 - Creating, Formatting and Modifying Chart
 - Building Primary and secondary Axis chart, Radar Charts, Water fall charts, Football Field charts, Gantt Chart
 - Setting up page, previewing and Printing
6. Macros
 - Recording and Running macros
 - Assigning a Keyboard shortcut, toolbar, menu or button
 - Working with loops / conditions
7. Pivot Tables for Data Analysis
8. SPSS interface and Data Entry: Managing and Importing Data
9. Diagrammatic Presentation and Descriptive Statistics
10. Univariate and Bi Variate Analysis

***100% Lab Sessions, MS Office - Excel 2016 Version and SPSS.**

Text Book:

1. John Walkenbach, Excel 2016 Bible, John Wiley & Sons, 2015 Edition
2. Andy Field, Discovering Statistics Using SPSS, 3e 'and' SPSS, SAGE Publications, 2017 Edition

Reference Books:

1. Using Excel for Business Analysis – Danielle Stein Fairhurst, Wiley
2. Building Data Analysis Using Excel – David Whigham – Oxford University Press.
3. Building Financial Models with Microsoft Excel: A Guide to for Business Professionals – K.Scott Proctor, Second Edition, Wiley
4. Advanced Modeling in Finance using Excel and VBA – Mary
5. Performing Data Analysis using IBM SPSS, Lawrence S Meyers, 2015 Edition

Web sites / links:

1. <http://www.functionx.com/excel/>
2. <http://www.computergaga.com/excel/functions/>
3. <http://www.computerhope.com/shorthcut/excel.htm>
4. http://www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf
5. <http://www.hr diap.gov.in/Downloads/04.MS%20Excel.pdf>


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P19MBA901 - HINDI – II

(2Credits)

14 Sessions (90 Minutes / Session)


Course Outcomes: *The students will be able to*

1. Understand the importance of Hindi in communication.
2. Frame simple sentences using tenses
3. Converse at various places.
4. Identify words specific to selective profession

TOPICS

1. Use of tenses
2. Self-introduction
3. Conversation in an office
4. Conversation in an airport
5. Conversation in a police station
6. Conversation in a market
7. Conversation in a tour with friends
8. Conversation in asking directions
9. Conversation in case of an accident
10. Conversation in during an interview
11. Work as a Sales man
12. Work as a Manager
13. Work as an electric engineer
14. Work as a navy officer
15. Work in a call center

Note: Basic grammar is taught to handle the common mistakes, and the other session are interactive and practical conversations.


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P19MBA902 - YOGA AND WELLNESS MANAGEMENT – II

(2Credits)

14 Sessions (90 Minutes / Session)

Course Outcomes: The students will be able to

1. Practice lifelong health and fitness
2. Understand the relationship of the mind, body and soul
3. Apply the principles and techniques of relaxation and meditations
4. Apply the five element theory in daily walk of life.

TOPICS

1. Streams of Yoga:

- Jnana yoga, Karma yoga, Raja yoga and Bhakti yoga, Naad yoga, Hatha yoga, Laya yoga

2. Asanas

- Susksha vyayamas
- Therapeutical asana for various disease

3. Pranayamas

4. Relaxation Technique

- Instant relaxation techniques
- Deep relaxation techniques
- Quick relaxation techniques

5. Meditations

- Om Kara meditation
- Mind sound resonance techniques
- Pranic energy techniques

6. Five elements theory


Learning Resources

Text Books :

1. Yoga, B.K.S. Iyengar
2. Asanas, Pranayama – By SwamyKavalayananda

Reference Books :

1. Astanga Yoga – O.P. Tiwari
2. Yoga and Medicine by Dr. Brena
3. Psychosomatic yoga by Mumfurd
4. Art of living by Goenkaji, Published by Vipassana meditation centre
5. Patanjali yoga sutras, commentaries written by Taimini, Ernest wood, Karambelkar


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MBA
2019

Sona College of Technology, Salem
(An Autonomous Institution)

Courses of study for MBA IV Trimester under Regulations 2019

Branch: Master of Business Administration

COURSE TITLE				
S.No.	Course Code	THEORY	Session	Credits
1	P19MBA7xx	Elective 1	20	3
2	P19MBA7xx	Elective 2	20	3
3	P19MBA7xx	Elective 3	20	3
4	P19MBA7xx	Elective 4	20	3
5	P19MBA7xx	Elective 5	20	3
6	P19MBA7xx	Elective 6	20	3
7	P19MBA401	Summer Internship (4 weeks at the end of First Year)	4 weeks	2
Total				20

2/7/20
Approved by


Chairperson, MBA BOS
Dr.Swarup K Mohanty


Member Secretary,
Academic Council
Dr.R.Shivakumar


Chairperson,
Academic Council & Principal
Dr.S.R.R.SENTHIL KUMAR

Copy to: Director - MBA, IV Trimester MBA Students and Staff, COE

17/06/2020

Regulations – 2019

1

SONA SCHOOL OF MANAGEMENT
(A Unit of Sona College of Technology)

Curriculum for the Batches 2019 onwards

MARKETING MANAGEMENT ELECTIVES

Course Code	Courses		Credits
TRIMESTER IV			
P19MBA 701	SERVICES MARKETING	PE	3
P19MBA 702	CONSUMER BEHAVIOUR ¹	PE	3
P19MBA 703	INTEGRATED MARKETING COMMUNICATION	PE	3
P19MBA 704	MARKETING RESEARCH	PE	3
P19MBA 705	DIGITAL MARKETING	PE	3
P19MBA 706	CUSTOMER RELATIONSHIP MANAGEMENT ²	PE	3
P19MBA 707	SOCIAL MARKETING	PE	3
P19MBA 708	DIRECT MARKETING	PE	3

FINANCE MANAGEMENT ELECTIVES

TRIMESTER IV

P19MBA 709	CORPORATE FINANCE	PE	3
P19MBA 710	BANKING MANAGEMENT	PE	3
P19MBA 711	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	PE	3
P19MBA 712	INTERNATIONAL TRADE AND FINANCE	PE	3
P19MBA 713	PERSONAL FINANCE AND FINANCIAL PLANNING	PE	3
P19MBA 714	MERGERS AND ACQUISITIONS ³	PE	3
P19MBA 715	ENTREPRENEURIAL FINANCE AND VENTURE CAPITAL ⁴	PE	3
P19MBA 716	WORKING CAPITAL MANAGEMENT ⁵	PE	3

ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT ELECTIVES

TRIMESTER IV

P19MBA 717	COMPETENCY MAPPING	PE	3
P19MBA 718	PERFORMANCE MANAGEMENT	PE	3
P19MBA 719	LEADERSHIP FOR CORPORATE EXCELLENCE ⁶	PE	3

P19MBA 720	INDUSTRIAL RELATIONS AND LABOUR WELFARE	PE	3
P19MBA 721	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	PE	3
P19MBA 722	HUMAN RESOURCE INFORMATION SYSTEM	PE	3
P19MBA 723	PERSONAL MANAGEMENT AND GROWTH	PE	3
P19MBA 724	TRANSACTIONAL ANALYSIS	PE	3
OPERATIONS MANAGEMENT ELECTIVES			
TRIMESTER IV			
P19MBA 725	SERVICE OPERATIONS MANAGEMENT	PE	3
P19MBA 726	TOTAL QUALITY MANAGEMENT ⁷	PE	3
P19MBA 727	PRODUCTION PLANNING AND CONTROL	PE	3
P19MBA 728	PROJECT MANAGEMENT	PE	3
P19MBA 729	MATERIALS MANAGEMENT	PE	3
P19MBA 730	LOGISTICS AND SUPPLY CHAIN MANAGEMENT ⁸	PE	3
P19MBA 731	ADVANCED INVENTORY MANAGEMENT	PE	3
P19MBA 732	PRODUCTIVITY MANAGEMENT	PE	3
FAMILY BUSINESS MANAGEMENT ELECTIVES			
TRIMESTER IV			
P19MBA 702	CONSUMER BEHAVIOUR ¹	PE	3
P19MBA 706	CUSTOMER RELATIONSHIP MANAGEMENT ²	PE	3
P19MBA 714	MERGERS AND ACQUISITIONS ³	PE	3
P19MBA 715	ENTREPRENEURIAL FINANCE AND VENTURE CAPITAL ⁴	PE	3
P19MBA 716	WORKING CAPITAL MANAGEMENT ⁵	PE	3
P19MBA 719	LEADERSHIP FOR CORPORATE EXCELLENCE ⁶	PE	3
P19MBA 726	TOTAL QUALITY MANAGEMENT ⁷	PE	3
P19MBA 730	LOGISTICS AND SUPPLY CHAIN MANAGEMENT ⁸	PE	3

Note:

Courses marked 1 to 12 in Family Business Management Electives are the elective courses offered in Marketing Management, Finance Management, Human Resource Management and Operation Management.


Director - MBA

Trimester – IV

MARKETING

P19MBA701 - SERVICES MARKETING

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Evaluate the role of extended marketing mix and customer satisfaction in services marketing.
2. Apply appropriate concepts and framework for various problems in services marketing.
3. Develop Service Blue print for various sectors with customer focus for effective service delivery.
4. To integrate the service quality tools to increase customer service.

Topics

1. Understanding Service Products, Consumers, and Markets.
 - Four broad categories of services.
 - The Services Marketing Mix
 - The Three - stage Model of Service Consumption.
2. Applying the 4Ps of Marketing to Services.
 - The Flower of Service
 - Location of a service facility
 - Pricing strategy
 - The service Marketing Communication mix.
3. Managing the Customer Interface
 - Service Blueprinting
 - Managing Demand and Capacity
 - Dimensions of the service environment.
4. Developing Customer Relationships
 - Principles of Effective service recovery systems.
5. Striving for Service Excellence
 - The Gaps model
 - Measuring service quality
 - Tools to analyze and address Service Quality problems

Text Book

1. Christopher H.Lovelock, JochenWirtz, Jayanta Chatterjee, Services marketing – People, Technology, Strategy, Pearson, 8th edition, 2016.

Reference Books

1. Vinnie Jauhari, Kirti Dutta, Services Marketing Text and Cases, Oxford University Press, 2nd Edition, 2017.
2. Valarie A Zeithmal, Mary Jo Bitner, Dwayne D.Gremler, Ajay Pandit , Services

marketing - Integrating customer focus across the firm , SIE, McGraw Hill Education, 6th edition, 2013.

3. GovindApte, Services Marketing, Oxford University Press, Latest Edition.
4. RajendraNarugndkar, Services Marketing Text and Cases, McGraw Hill Education, 3rd Edition, 2010.



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P19MBA702 - CONSUMER BEHAVIOUR

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Understand concepts, models and applications of consumer behaviour.
2. Identify and apply learning theories, attitudes and motivation in consumer decision making.
3. Illustrate the influence of culture, subculture and cross culture on consumer behaviour
4. Assess the dynamics of reference group, opinion leadership, family influences in purchase behavior and online behavior

Topics

1. Introduction to Consumer Behaviour
 - Concepts, challenges and need for consumer behaviour
 - Models of consumer behaviour
 - Applications of consumer behaviour in marketing
2. Consumer Research
 - Consumer research process
 - Quantitative and qualitative methods of research
 - Ethics in consumer research
3. Consumer Perception
 - Elements and dynamics of perception
 - Consumer imagery
 - Risk perception
4. Consumer Learning
 - Behavioural theory of learning
 - Cognitive theory of learning
5. Consumer Personality
 - Nature of personality
 - Theories of personality
 - Brand personality
 - Self and self-image
6. Consumer Motivation
 - Motivation as psychological force

7. Consumer Attitude

- Structural models of attitude
- Cognitive dissonance and attribution theory

8. Consumer as Group and Individual

- Reference groups
- Family influences
- Opinion leadership
- Social class

9. Cultural influences on Consumer Behaviour

- Culture and subculture
- Crossculture

10. New Products and Online Consumer Behaviour

- Diffusion and adoption process
- Online consumer behaviour

Text Book

1. Leon G. Schiffman, Joseph Wisenblit and S. Ramesh Kumar. Consumer behavior, Pearson Education India, 11th Edition, 2015.

Reference Books

1. Roger D. Blackwell , Paul W. Miniard , James F. Engel , Zillur Rahman, Consumer Behavior, Cengage Learning ,10th edition , 2018
2. Assael, Consumer Behavior, Cengage Learning , 2007 ,
3. David L.Loudon, Albert J Della Bitta, Consumer Behavior , McGraw Hill, New Delhi 2005.
4. Jay D. Lindquist and M.Joseph Sirgy, "Shopper, buyer & consumer Behaviour, Theory and Marketing application", Biztantra Publication, New Delhi 2005.
5. Sheth Mittal, Consumer Behavior A Managerial Perspective, Thomson Asia (P) Ltd., Singapore, 2005.
6. Henry Assael, Consumer behavior strategic approach Biztantra, New Delhi, 2005


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P19MBA703 - INTEGRATED MARKETING COMMUNICATION

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Examine the promotional mix and its objectives.
2. Devise media plan and discuss the implementation strategies.
3. Apply creative tactics and appeals in advertising.
4. Design and measure the effectiveness of promotional programs.

Topics

1. Introduction to Integrated Marketing Communication
 - Promotion mix
 - IMC planning process
2. Role of Marketing Communication Organizations
 - Advertising Agencies
 - Promotion Agencies
3. Objectives and Budgeting for Integrated Marketing Communication
 - Types of Objectives
 - Establishing and allocating the budget
 - Budgeting approaches
4. Ethical Issues in Advertising
 - Advertising and promotion ethics
 - Social and ethical criticism of advertising
5. Media Planning and Strategy
 - Media Plan
 - Media mix
 - Reach and frequency of advertisements
 - Media strategy and scheduling.
6. Creativity and Advertising
 - Creative process
 - Appeals
 - Creative tactics for Print and Television Advertisements
 - Types of Advertisements
 - Advertising Campaign
7. Sales Promotion
 - Scope and role of sales promotion
 - Trade oriented and Customer oriented sales promotion

8. Direct Marketing
 - Direct marketing strategies
 - Direct Selling
9. Public Relations and Publicity
 - Role of PR-Process of public relation
 - PR tools and techniques
 - Publicity
10. Personal Selling
11. Measuring Effectiveness of the promotional program

Text Book

1. Georgy E Belch, Michael A Belch, and KeyoorPurani, Advertising and Promotion, Tata McGraw Hill, 9th edition,2013.

Reference Books

1. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 10th Edition, 2015.
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, 7th Edition, 2016.
3. Shah ,Dezeoo, Advertising Integrated Marketing Communication McGraw Hill, 1st Edition,2014.
4. Shimp, Advertising and Promotion: An IMC Approach, Cengage Learning, 2009.
5. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, 2010.
6. Batra, Myers and Aaker, Advertising Management , Prentice Hall of India 2009.
7. Larry.D.Kelley and Donald.W.Jugenheimer, Advertising Media Planning: A Brand Management Approach, Prentice Hall of India 2009.
8. Oguinn, Advertising Management with Integrated Brand Promotion, Cengage,2009.


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P19MBA704 - MARKETING RESEARCH

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Convert marketing problem into a feasible research question.
2. Understand the strengths and weaknesses of alternative research designs.
3. Design and execute a research project.
4. Construct a frequency distribution and a cross-tabulation, conduct basic statistical analysis on the data and interpret the results.

Topics

1. Introduction to Marketing Research
 - The role of Marketing Research in business decision
 - Marketing Decision Support System
 - Major companies in Marketing Research
 - Jobs in Marketing Research
2. Marketing Research Process
 - Steps in the process
 - Exploratory, Descriptive and Causal Research design
 - Survey, Observation and Experimentation
3. Data collection
 - Scales and Measurement techniques
 - Sources of Marketing data: Primary and Secondary
 - Projective techniques
 - Panel Research
 - Image Research
 - Omnibus surveys
 - Current trends in web usage
 - The Internet and marketing research
4. Sampling methods
 - Basic terminology in sampling
 - Different sampling techniques
 - Shopping center sampling: Retail / Shop Research
 - Sample size calculation
5. Data Analysis – I
 - Hypothesis testing
 - Anova and design of Experiments
 - Correlation and Regression analysis


- Discriminant analysis for classification and prediction
6. Data Analysis - II
 - Factor Analysis for data reduction
 - Cluster Analysis for market segmentation
 - Multidimensional scaling for brand positioning
 - Conjoint Analysis for Product design
 7. Selective applications of Marketing Research
 - New product development & Product research – Test marketing
 - Price testing
 - Advertising Research – Copy testing – Media selection
 - Assessing Promotion Effectiveness
 - Perceptual Mapping
 8. Emerging applications of Marketing Research
 - Database Marketing
 - E-commerce
 - Mobile marketing
 - Social marketing
 - Experiential marketing
 - Relationship marketing
 - Customer intelligence

Text Book

1. David A. Aaker, V.Kumar, George S. Day and Robert P. Leone, Marketing Research, Wiley, 10th edition, 2014

Reference Books

1. RajendraNargundkar, Marketing Research: Text and Cases, McGraw Hill, Third edition, 2008
2. Donald S.Tull and Del I. Hawkins, Marketing Research – Measurement & Method, Prentice Hall India Learning, Sixth Edition
3. Naresh K. Malhotra and Satyabhushan Dash, Marketing Research – An applied Orientation, Pearson, seventh edition (2015)
4. Naresh K. Malhotra, Basic Marketing Research: Integration of Social Media, Pearson, Fourth edition.
5. Sandra Moriarty, Nancy D. Mitchell and William D. Wells, Advertising, Principles & Practice, Pearson, Eighth edition, 2009.
6. Richa Arora and Nitin R.Mahankale, Marketing Research, Prentice Hall India Learning Pvt. Ltd., 2012
7. Harper W. Boyd Jr., Ralph Westfall, Marketing Research – Text and Cases, McGraw Hill Inc., 7th revised edition


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P19MBA705 - DIGITAL MARKETING

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Develop strategies to market product/services using search engines.
2. Design websites and email that support marketing strategies and enable sales.
3. Create campaigns in social media to build relationship.
4. Use web analytics to capture the insights of online consumer behavior.

Topics

1. Digital Marketing Landscape
 - History of Digital marketing
 - Offline vs Online
 - Advantages of digital medium
 - Digital Marketing strategy, plan.
2. Display Advertising
 - Types
 - Buying models
 - Analytics tools
3. Search Engine Marketing
 - Understanding Search Engine Advertising, placement, ranks & campaigns
 - Search engine – An overview
 - Paid vs Organic search
 - Search engine optimization techniques
 - Do's and don'ts of SEO
 - Google AdWords
 - On-page and off-page optimization
4. Email Marketing
 - Email marketing – Introduction, software
 - Email marketing strategies – building list – crafting email to reduce SPAM
 - Analyzing and Tracking
5. Website Development
 - Website development and design
 - Content management
 - Tips for increasing web sales
6. Marketing of Product and Services using Social Medias (like Facebook, Twitter, LinkedIn, YouTube, Blogs)
7. Web Analytics
 - Key Metrics

- Tracking codes
- Google analytics
- Social media analytics
- Mobile analytics

Text Book

1. Seema Gupta, Digital Marketing, Mc Graw Hill Education (India) Pvt. Ltd.,2018.

Reference Books

1. Ian Dodson, The art of Digital Marketing, Wiley, 2018
2. Richard Gay, Alan Charlesworth and Rita Esen – Online Marketing - A consumer led approach – Indian Edition, Oxford Publications, 2012.
3. Lorrie Thomas, McGraw-Hill 36-hour Course: Online Marketing, Tata Mc Graw Hill, 2010.
4. Seth Godin, Permission Marketing: The Marketing Classic for the Internet Age, Pocket books, 2007



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P19MBA706 - CUSTOMER RELATIONSHIP MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Acquire conceptual understanding of customer relationship management.
2. Examine and analyze the customer profile and understand the behavioral dimensions of customers.
3. Analyze the strategies of CRM and the need for employees' customer orientation
4. Gain knowledge on the tools of CRM, process and its implementation issues.

Topics

1.Introduction to Customer Relationship Management

- Evolution
- Transactional Vs Relationship Approach
- Concepts of CRM
- Need for CRM
- Types of CRM
- CRM Models

2.Customer Analysis

- Customer Information database
- Customer Profile Analysis
- Selection of profitable customer segment.
- Customer Life cycle
- Customer Life time value
- Acquisition of Customers

3.CRM Strategies

- CRM process
- CRM Cycle
- Customer Retention and Loyalty
- Employee factor in customer relationship management

4.CRM Planning and Implementation

- Strategic CRM planning Process
- Implementation issues
- Analytical CRM and Operational CRM
- Call center Management
- Role of CRM Managers.

5.E- CRM

- An introduction to CRM softwares and packages.

- e- CRM solutions
- Data Warehousing
- Data mining for CRM

Text Book

1. N.H. Mullick, Customer Relationship Management, Oxford University Press, 1st edition, 2016.

Reference Books

1. Alok Kumar et al, Customer Relationship Management: Concepts and applications, Biztantra.2nd edition, 2007.Alok Kumar Rai, Customer Relationship Management concepts and cases, PHI,2014.
2. Assel, Consumer Behavior, Cengage Learning, 6th Edition.
3. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
4. Zikmund, Customer Relationship Management, Wiley 2012 .



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P19MBA707 - SOCIAL MARKETING

(3 Credits)

20 Sessions (90 Minutes/Session)

Course Outcomes : The Student will be able to

1. Understand the need and importance of Social marketing.
2. Analyze impact of social media for effective mediaplanning
3. Design and develop better campaigns by leveraging social marketing mix and mass media
4. Apply ethical principles, codes of behaviors towards handling competition and criticism

Topics

1. Introduction to Social marketing
 - Evolution , Need and scope for Social marketing
 - A comparative study between Commercial and Social marketing
 - Use of market research - social change tools
 - Factors influencing Social marketing - Challenges and opportunities.
2. Social marketing process and planning
 - Environment Monitoring
 - Social Class , self-efficacy social capital and social ecology
 - Advocacy - A global phenomenon
 - Social marketing process, Stages and Ethical considerations.
 - Planning - Formative Research in Social marketing
 - Analysis Problem - Environment - Resource
3. Social marketing mix
 - Policy, product, place, price, promotion, people and partnership.
 - Rating & Reviews
 - Virtual world – importance and effectiveness of mass media in social marketing
 - Practical model for media use in social marketing
 - Advertisement, Publicity, Edutainment, Civic or Public - Choosing media & methods.
 - Role of media in social marketing campaigns - planning and developing Social media campaigning
 - Campaign vs Programme - Programme planning models – conceptual model Lawrence Green’s PRECEDE-PROCEED model.
4. Ethical issues and challenges
 - Ethical principles , Codes of behaviour
 - Critics of social marketing - Critic of power imbalance in social marketing
 - Criticism of unintended consequences

- Competition in social marketing- monitoring and countering competition
 - Competition and principle of differential advantage
 - Internal competition
5. Trends in Social marketing
- Future of Social marketing
 - Setting priorities in social marketing
 - Repositioning strategies
 - Future of Public sector ,NGO and Private sector social marketing

TEXTBOOKS

1. Rob Donovan & Nadine Henley, Principles and Practice of Social Marketing-an international perspective. Cambridge University Press Foundation Book. India 2011.
2. Kotler, P., Roberto, N., & Lee, N., Social Marketing – Influencing Behaviors for Good, 4th edition, Sage Publications, 2011.

REFERENCE BOOKS

1. French, J., Blair-Stevens, C., McVey, D., & Merritt, R. Social Marketing and Public Health. Oxford, UK: University Press 2010.
2. Hastings, G., Social Marketing: Why should the devil get all the best tunes? Why should the Devil have all the best tunes? Routledge; First edition, 2013.
3. Social marketing in the 21st Century- Alan R. Andreasen- sage Publication, 2012.



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P19MBA708 - DIRECT MARKETING

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Design a comprehensive direct marketing strategy and improve prospecting skills.
2. Identify managerial issues in Direct Marketing and analyse the offer, list and creative in response rate.
3. Apply new media and evaluate the direct marketing efforts for the organisation.
4. Develop a budget, estimate revenues for Direct Marketing activities and fulfilment.

Topics

1. Introduction
 - Fundamentals, Scope and objectives of Direct Marketing
 - Advantages and Disadvantages of Direct Marketing
 - Integrated Direct Marketing
 - Direct Marketing Strategic planning
2. Marketing opportunities for Direct Marketing
 - The impact of database
 - Consumer and business mailing list, offer,
 - Media of direct marketing - Magazines, Newspaper,
 - TV/Radio, Co-Ops, Telemarketing
 - Internet E-communications
 - Managing Direct Sales force
3. Creativity process in Direct Marketing
 - Creative Practices and techniques
 - Basic steps in managing catalogue and print advertising
 - Innovation through creativity and testing
4. Direct Marketing into Business and control
 - B2B Marketing
 - Lead generation
 - Modeling for business decision support
 - Mathematics tool for control in Direct Marketing
 - Future of Direct Marketing

Text Book

1. Bob Stone and Ron Jacobs, Successful Direct Marketing Methods, Tata McGraw Hill, Eighth edition, 2008.


Reference Books

1. Alan Tapp, Principles of Direct and Database Marketing: A digital Orientation, Pearson Education India, 4th edition, 2012.
2. Nash & Edward L, Direct Marketing Hand book, Tata McGraw Hill.
3. Spiller, Baier, Contemporary Direct and Interactive Marketing, Prentice Hall, 2nd edition



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FINANCE

<p>P19MBA709 - CORPORATE FINANCE (3 Credits) 20 Sessions (90 Minutes / Session)</p>
<p>Course Outcomes: The Student will be able to</p> <ol style="list-style-type: none"> 1. Discuss the various methods of securities valuation. 2. Identify the methods of evaluating risk and return. 3. Evaluate the role of risk and uncertainty in investment decisions. 4. Understand the importance of corporate governance and ethics.
<p>Topics</p> <ol style="list-style-type: none"> 1. Overview of value & return 2. Valuation of bonds 3. Valuation of shares 4. Tax <ul style="list-style-type: none"> • Understanding the basic principles of tax • Basics of Calculating Taxable Income • Effective Tax Planning 5. Risk and uncertainty <ul style="list-style-type: none"> • Elements of risks • Causes, types and sources of uncertainty 6. Investment decisions under risk and uncertainty <ul style="list-style-type: none"> • Types of investments decision situation • Techniques of investment decisions <ol style="list-style-type: none"> i. Risk adjusted discount rate ii. Certainty equivalent iii. Statistical methods 7. Calculating Risk and return 8. Corporate governance <ul style="list-style-type: none"> • SEBI guidelines • Corporate disasters and ethics • Corporate social responsibility <div style="text-align: right; margin-top: 20px;">  Dr. M. SELVARAJ, B.Tech., M.B.A., Ph.D Professor and Joint Director, Department of Management Studies Sona College of Technology, SALEM 636 005 </div>
<p>Text Book:</p> <ol style="list-style-type: none"> 1. I. M. Pandey, Financial Management, Vikas Publishing House Pvt Ltd., 11th Edition, 2015
<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Prasanna Chandra, Financial Management Theory and Practice, Mc Graw Hill Education (India) Pvt Ltd, 11th edition, 2015. 2. M Y Khan and P K Jain, Financial Management, Mc Graw Hill Education (India) Pvt Ltd, 7th Edition 2014 3. Rajiv Srivastava and Anil Misra, Financial management, Oxford University Press, 2nd edition, 2011 4. Van Horne, Fundamentals of Financial management, Pearson, 13th Edition, 2008

P19MBA710 - BANKING MANAGEMENT
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the structure and regulatory framework of Banks in India.
2. Describe the operational procedure of banking system and the role of technology in modern day banking.
3. Comprehend the payment and settlement system in banks
4. Describe the fundamental concepts behind new age payments and payment banks.

Topics

1. Banking Overview
 - Evolution of banks in India
 - Banking growth in pre & post-Independence
 - Bank nationalization and Phases of growth
 - Banking structure in India
2. Reserve Bank of India
 - Origin of RBI
 - Functions of RBI
3. Regulatory Framework
 - Banking Regulations Act
 - Negotiable Instruments act
 - Basel Norms/ CAMEL analysis
 - KYC Norms/ Banking Ombudsman
 - IT act / SARFAESI act
4. Banking Customers, Products and Services
 - Types of customers
 - Types of Deposits
 - Fund based lending and Non-Fund based lending
 - Collaterals and modes of charging securities
5. Banking Technology
 - Internet banking
 - Mobile banking
 - Core banking
 - Point of sale
 - Automated Teller Machine

6. Payment and Settlement System- New age clearing
 - EFT, ECS , EPS
 - MICR Clearing
 - Cheque Truncation
 - Core Banking solutions
7. New Age Payment – National and International gateways
 - RTGS/ NEFT
 - CFMS
 - SWIFT
8. Recent Trends in Banking
 - CRM in Banking
 - Financial inclusion
 - Payment Banks in India
 - Financial Literacy

Text Book

1. Commercial Bank Management – Kanhaiya Singh and Vinay Dutta – McGraw-Hill Publishing House, Reprint edition 2017

Reference Books

1. Principles and Practices of Banking – Indian Institute of Banking & Finance – Macmillan Publishers India Limited, 4th edition, 2015.
2. Introduction to Banking – VijayaragavanIyengar – Excel Publications – 1stedition.
3. Banking Finance and theory, Law and practice – Clifford Gomez – PHI learning Private Limited, 11th edition, 2011.
4. Banking theory Law and practice – K.P.M. Sundharam&Varshney – Sultan chand& Sons, 20th Edition, Reprint 2015.


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P19MBA711 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the Investment, Investment products and Risk Return Concepts.
2. Describe the working of Financial Markets participants, Regulators and system.
3. Acquainted with the Fundamental and Technical Analysis of securities.
4. Construct and evaluating Portfolio risk and return.

Topics


1. Introduction to Investment
 - Meaning, Key terms, alternatives and evaluation
 - Risk Return Concepts
2. Securities Market & Regulatory environment
 - Services of intermediaries
 - Activities render by SEBI
 - Exchanges and Indices
3. Fundamental Analysis: Economics Analysis
 - Economic Analysis
 - Economic forecasting and stock Investment decisions
 - Forecasting Techniques
4. Fundamental Analysis: Industry Company Analysis
 - Industry Analysis
 - Industry Life cycle analysis
 - Company analysis
 - Measuring Earning
5. Technical Analysis
 - Dow theory, Charting methods and trends
 - Fundamental Analysis Vs Technical Analysis
 - Market Indicators and Oscillators
6. Portfolio Theory and Management
 - Capital asset pricing model
 - Arbitrage pricing theory
 - Efficient market theory
 - Portfolio analysis and selection
 - Portfolio performance evaluation

Text Book

1. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw Hill Education (India) Private Ltd., 5th Edition, 2019.

Reference Books

1. E. Fischer Donald, J. Jordan Ronald and K. Pradhan Ashwini, Security Analysis & Portfolio Management, Pearson Education, 7th Edition, 2019.
2. Kevin. S , Securities Analysis and Portfolio Management , PHI Learnings, 2nd Edition, 2015.
3. Frank K. Reilly, Keith C. Brown, Analysis of Investment and Management of Portfolios, 10th Edition, 2012.
4. Security analysis and portfolio management, M. Ranganatham& R. Madumathi, Person publishing, 2nd Edition, 2012.
5. ZviBodie, Alex Kane ,Alan.JMarcus and PitabasMohanthy, Investments, Mcgraw Hill Education, 11th Edition, 2019.


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P19MBA712 - INTERNATIONAL TRADE AND FINANCE
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand export import meaning and barriers
2. Understand the payment terms of trade and its functions
3. Examine the forex management and its documentation
4. Understand the export promotion schemes.

Topics

1. International trade
 - Meaning, benefits and Balance of Trade
 - Barriers to International Trade
 - WTO- Indian EXIM policy.
2. Export and import finance
 - INCO Terms (FOB, CIF, etc.,)
 - Payment terms
 - i) Letter of Credit
 - ii) Pre shipment and Post shipment finance
 - iii) Forfaiting
 - iv) Deferred payment terms
 - Exim Bank
 - ECGC and its scheme
3. Forex management
 - Foreign Exchange Market
 - Spot prices and Forward prices
 - Effects of Exchange rates in Foreign Trade
 - FEMA
 - Determination of Foreign Exchange rate and forecasting
4. Documentation in international trade
 - Financial Documents
 - Transport Documents
 - Official Document
5. Export promotion schemes
 - Government Organizations Promoting Exports –Export Incentives
 - Duty Exemption –IT Concession

- Marketing Assistance
- Export Promotion –EPZ –EQU –SEZ and Export House

TextBook

1. Apte P.G., International Financial Management, Tata McGraw Hill, 7th edition, 2014.

Reference Books

1. Jeff Madura, International Corporate Finance, Cengage Learning, 7th edition, 2014.
2. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th edition, 2010.
3. Eun and Resnik, International Financial Management, Tata McGraw Hill, 5th edition, 2011.
4. Website of Indian Government on EXIM policy


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P19MBA713 - PERSONAL FINANCE AND FINANCIAL PLANNING
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the importance and have a basic understanding of planning techniques.
2. Develop financial plan and take effective financial decision-making.
3. Discuss the role of investing in the personal financial planning process
4. Develop a plan to establish a strong credit history

Topics

1. Fundamentals of Financial Planning
 - Personal Financial Planning Process
 - Time value of money applications
 - Personal financial statements
 - Determinants of Personal Income
2. Risk Analysis & Insurance Planning
 - Risk management and insurance decision in personal financial planning
 - Understanding How Insurance Works
 - Homeowner's Insurance
3. Managing Credit
 - Basics Concepts of Credit
 - Credit Statements
 - Computation of Finance Charges
 - Calculating Interest on Consumer Loans
 - Understanding Consumer Installment Loans
4. Tax Planning
 - Income-tax computation for Individuals
 - Statutory provisions pertaining to Capital Gains and indexation
 - House Property
 - Deduction and Allowances
 - Tax Management Techniques
5. Obtaining Affordable Housing
6. Managing Health Expenses
7. Investment Fundamentals
 - Starting Your Investment Program
 - Discover Your investment Philosophy


- Identify the Kinds of Investments You Want to Make
- Risks and Other Factors Affect the Investor's Return
- Establishing Your Long-Term Investment Strategy
- Creating Your Own Investment Plan
- Retirement and Estate Planning

TextBook

1. E. Thomas Gorman and Raymond E. Fogue, Personal Finance, publisher: Southwest-Western Cengage Learning, 13th edition 2011.

Reference Books

1. Gitman, Joehnk& Billingsley, Personal Financial Planning, CENGAGE Learning, 14th edition 2011.
2. Jack R Kapoor, Les R Dlabay, Robert J Hughes, Personal Finance – Mc Graw Hill Education, 12th Edition, 2017.
3. Amar Pandit, The Only Financial Planning Book that You will Ever Need-Network 18 Publications Ltd (CNBC TV 18) (13 April 2014)
4. Manish Chauhan, How to be Your Own Financial Planner in 10 Steps - Network18 Publications Pvt. Ltd in hardcover in 2013.
5. National Insurance Academy, Basics of Personal Financial Planning - Cengage Learning


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P19MBA714 - MERGERS AND ACQUISITIONS

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Develop Knowledge about the process of merger and acquisition & various methods of financing mergers.
2. Examine the role of Mergers and Acquisition in the contemporary world.
3. Discuss the legal aspects of Mergers and Acquisition.
4. Evaluate the different methods of strategies used in Mergers and Acquisition.

Topics

1. Mergers
 - Types and characteristics of merger
 - Theories of merger
 - Impact of merger and acquisition (M&A) on stakeholders.
2. Merger Process
 - Dynamics of M & A process
 - Five stage model
 - Due diligence
3. Strategic Approaches to M & A
 - Strategic choice framework
 - Strategic alliance
 - Value creation strategy in M & A
 - Growth strategy through new project on M & A
4. Accounting and Taxation Aspect
 - Methods of accounting
 - Tax aspects of amalgamation
 - Accounting for M& A in India
5. Payment of Mergers
 - Payment for M & A transactions
 - Methods of payment for acquisition
 - Stock deal or cash deal
 - Factors affecting choice of financing method for M & A
6. Legal Aspect of Merger
 - Income tax act for M & A
 - Procedure aspects under the company rules
 - Procedures to be followed for acquisition without winding up
7. Valuation of Merger
 - Brand valuation

- Asset based valuation
- Market based valuation
- Earnings based valuation
- Economic Value Added
- Cash flow approach
- Firm valuation

8. Regulatory Framework of M & A

TextBook

1. Rabi Narayan Kar, "Mergers, Acquisitions and Corporate Restructuring", International Book House Pvt Ltd, 4th Edition, 2010.

Reference Books

1. Donald De Panyhills, Mergers, Acquisition & Other Restrictions Activities – An Integrated Approach to Process tools Cases & solution, 5th Edition, 2009.
2. J.Fred Weston, Kwang S.Chung, SysabE.Hoag "Mergers, Acquisitions and Corporate Control", PHI, 1st Edition, 2010.
3. B.Rajesh Kumar, "Mergers, Acquisitions Texts and Cases", Tata Mc Graw Hill Education Pvt Ltd, 1st edition, 2010.
4. Prasad.G.Godbole, "Mergers, Acquisitions and Corporate Restructuring", Vikas Publication Pvt Ltd, 2nd Edition, 2013.
5. RajinderS.Aurora, Mergers and Acquisition, Oxford University Press, 1st Edition, 2011.



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P19MBA715 - ENTREPRENEURIAL FINANCE AND VENTURE CAPITAL
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the concept of Venture capital and modes of financing.
2. Evaluate the difference between venture capital, private equity, early stage and traditional financing sources.
3. Discuss the different methods of financing techniques.
4. Develop knowledge and understanding of terminologies related to the growth and success of entrepreneurial enterprises.

Topics

1. Introduction: Definition and Qualities of an Entrepreneur
2. Entrepreneurial Finance
 - Definition of Entrepreneurial finance
 - Financing choices for starts up
3. Opportunity Assessment and Creation
 - Types of investments and funding sources
 - Tools for analysis
 - Sources of funding
4. Venture capital Funding and Valuation
 - Pros and Cons of Venture capital
 - Examine Venture capital and How it works
 - Due diligence
 - Funding stages
 - Venture lending
5. Growth and Exit Strategies
 - Challenges of managing and funding growth
 - Technology transfer
 - Corporate and strategic venture funds.
6. Entrepreneurial Financing Sources
 - Assessing financial needs
 - Structuring finance
 - Sources of finance
 - Debt-Equity financing alternatives
 - Evaluation of venture capitalists
7. Legal and organizational issues

Text Book

1. Steven Rogers, Roza Makonnen Entrepreneurial Finance, : Finance and Business Strategies for the Serious Entrepreneur, 3rd Edition, 2012.

Reference Books

1. Entrepreneurial Finance, Leach & Melicher, 4th Edition, Southwestern/Cengage Learning, 4th edition, 2011.
2. Rajeev Roy, Entrepreneurship, Oxford University Press, 2nd edition, 2011
3. Hisrich, Manimala, Peters, Sheperd – ENTREPRENEURSHIP- Mc.Graw Hill – 9th edition, 2014 New Delhi.


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P19MBA716 - WORKING CAPITAL MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Explain the important of working capital management.
2. Describe the basic principles of cash management and the relevance of cash budgeting.
3. Explain the objective of inventory management and application of inventory control techniques.
4. Analyse factors affecting the formulation of accounting receivable policies.

Topics

1. Concepts and Determination of Working Capital
 - Meaning and Concept of Working Capital
 - Classification of Working Capital
 - Importance of Adequate Working Capital
 - Operating and Cash Conversion Cycle
2. Cash Management
 - Facets of Cash Management
 - Factors Determining Cash Needs
 - Investment of Surplus Cash
 - Long – term Cash Forecasting
3. Inventory Management
 - Objectives of Inventory Management
 - Inventory Management Techniques
 - Inventory Control Systems
 - Analysis of Investment in Inventory
4. Receivables Management
 - Optimum Credit Policy
 - Credit Policy Variables
 - Credit Evaluation
 - Credit Granting Decisions
 - Collection Policy
5. Working Capital Finance
 - Trade Credit and other current liabilities
 - Working Capital Advance by Commercial Banks
 - Short-term Loans from Financial Institutions
 - Commercial Paper

Text Book

1. V. K. Bhalla, Working Capital Management: Text and Cases, New Delhi: Anmol Publisher, 11th edition, 2010.

Reference Books

1. Hrishikesh Bhattacharya, Working Capital Management: Strategies and Techniques, New Delhi: Prentice Hall of India Private Ltd, 3rd edition, 2009.
2. R.P. Rustagi - Working Capital Management - Taxman Publication, 1st edition.
3. M .Y. Khan and P. K. Jain, Financial Management - Text, Problems and Cases, New Delhi: Tata McGraw Hill, 10th edition 2009.
4. Prasanna Chandra, Fundamentals of Financial Management, New Delhi: Tata McGraw Hill, 6th edition, 2007.



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OB & HR

P19MBA717 - COMPETENCY MAPPING
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Realize the need for competency mapping.
2. Build effective competency models for positions in organizations.
3. Understand, design and implement an effective assessment Centre.
4. Apply the competencies effectively in various HR functions.

Topics

1. Introduction to Competency

- Concept and meaning of competency
- Five characteristics of competency
- Need for Competency frame work
- Types of competency
- Traditional HRM Vs Competency based HRM
- Concept of competency dictionary

2. Competency Model

7. Competency cluster
8. Understanding competency Model
9. Process of Building Competency Model
10. Importance of Model
11. Sample Models

3. Assessment Centres

- History
- Concept
- Assessment Centre and development Centre
- Stages
- Tools used in assessment Centre
- Importance

4. Application of Competency in Various HR Functions

- Competency Based Selection
- Competency Based training and development
- Competency Based Performance Management
- Competency Based succession Planning

- Competency Based compensation

Text Book

1. Lytle M. Spencer & Signe M. Spencer, Competence at Work, Wiley India, 1st edition 2008.

Reference Books:

1. Radha R. Sharma, 2004, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal and Business Development, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2008.
2. Seema Shanghi, The hand book of competency mapping, sage publication, New Delhi, 3 edition 2016.
3. Ganesh Shermon, Competency based HRM, Tata McGraw Hill, 1st edition 2007.



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P19MBA718 - PERFORMANCE MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the role and challenges of performance manager.
2. Set performance criteria effectively.
3. Design effective performance appraisal model.
4. Effectively design and implement Performance Management System

Topics

1. Introduction to Performance Management
 - Contribution of Performance Management to the organization success
 - Aim and Role of performance management
 - Characteristics of good performance management system
2. Performance Management Process and Linking with Strategic Planning
 - Performance Planning, Execution, Assessment , Review , Renewal and Reconstructing
 - Linking Performance management with Strategic planning
3. Measuring Performance
 - Performance dimensions
 - Approaches of Measuring Performance
 - Measuring Result and Behavior
4. Implementation of a Performance Management System
 - Preparation
 - Communication
 - Appeal process
 - Training the evaluators
 - Pilot testing
 - Ongoing monitoring and evaluation
 - Bottlenecks

Text Book

1. Herman Aquinis , Performance Management , Pearson Publication , 3rd Editions, 2013.

Reference Books

1. A.S.Kohli&T.Deb , Performance Management , Oxford publication, 2010
2. A.M.Sarma, Performance management Systems, Himalaya Publishing, 2nd edition 2019.
3. SoumendranarainBagchi , Performance Management , Cengage Publication, 2010

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P19MBA719 - LEADERSHIP FOR CORPORATE EXCELLENCE

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Apply various styles of leadership on relevant situations.
2. Understand and apply transformational leadership.
3. Examine their own and others' intrinsic and extrinsic motivation as leaders.
4. Discuss the acts of team leader and lead the team.

Topics

1. Leadership Overview
 - World view
 - Different approaches to Leadership- From trait, Skill and style
 - Situational Leadership
 - Contingency Leadership
 - Transformational Leadership
2. Transformational Leadership
 - Meaning
 - Development
 - Dimensions
 - Psycho dynamic approach
 - Steps
 - Stages
 - The role of vision setting direction & shared mission
 - Values and culture, other new perspectives
3. Motivation, Leadership Persuasion and Transformation
 - Expectancy and Need theory
 - Pygmalion-gala tea and Inspiration
4. GE two decades of Transformation
 - Real -Life -corporate -Case
 - Jack Welch transformation Leadership
5. Level 5 and 5th wave Leadership and Emotional Intelligence Leadership
 - 5 Levels & Humility +will , Stockdale paradox of faith and facts
6. Team Leading and Team leader
7. Team lead during crisis
8. Servant Leadership
9. Transforming and Leading with Human Touch
10. Leadership Challenges Ahead.

Text Book

1. Gary A. Yukl, Leadership in Organizations, Pearson Publication, 8th edition, 2017.

Reference Books

1. Warren Bennis, Steven B. Sample, Rob Asghar, The Art of Adventure of Leadership : Understanding Failure, Resilience of Success, Wiley, 1st edition 2015.
2. Kouzes & Posner, A leader's legacy, Amazon India, 2010.
3. Rager Gill, Theory & Practice of Leadership, Sage Publication, 2nd edition 2012.



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P19MBA720 - INDUSTRIAL RELATIONS AND LABOUR WELFARE
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the various aspects affecting industrial relations in India.
2. Prevent and settle industrial disputes amicably in the business environment.
3. Equip them to handle this delicate subject with maturity, objectivity and understanding.
4. Familiarize with the administration of labour legislations.

Topics

1. Introduction to Industrial Relations
 - Concept of Industrial Relations
 - Factors and Actors in IR
 - Role of Trade Union
 - Collective Bargaining
 - Workers participation in Management
2. Settlement Machineries for Industrial Disputes
 - Meaning of dispute, conflict, Lay off, Lock out, Retrenchment & Dismissal
 - Strikes, Forms of Strike and its prevention
 - Settlement machineries under ID Act.
3. Domestic enquiry, Grievance Resolution & Workplace Counselling

Domestic Enquiry

 - Reasons for taking disciplinary action
 - Steps in disciplinary procedure

Grievance Resolution

 - Need, Importance & Grievance handling procedure Work Place Counseling
 - Types & Importance
4. Labor Legislations & Labour Welfare

Important Labour Legislations

 - Factories Act
 - Industrial Dispute Act
 - Payment of Wages Act
 - Minimum Wages Act
 - Industrial Employment (Standing Orders) Act
 - Employee Compensation Act
 - ESI Act

- Payment of Gratuity Act
- Employees Provident Fund Act

Labour Welfare

- Concept & Objectives
- Labour Welfare Officer
- Classification of Welfare: Statutory and Non-Statutory Welfare Facilities
- Health and Safety Provisions under Factories Act.

Text Book

1. R.Sivarethnamohan, Industrial Relations & Labor Welfare, Text and Cases, PHI, 3rd edition, 2016 .

Reference Books

1. ArunMonappa, Nambudiri and Selvaraj, Industrial Relations and Labour Laws, McGraw Hill , 2nd edition 2012.
2. C.S. VenkataRatnam, Industrial Relations, Oxford University Press, 2011.
3. Mamoria, Mamoria, Gankar, "Dynamics of Industrial Relations", Himalaya Publishing House. 13th Edition 2010.


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P19MBA721 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand what constitutes IHRM and describe how organisations manage across cultures.
2. Identify emerging trends in International staffing and in training to gain competitive advantage.
3. Interpret key activities associated with managing performance and compensation
4. Delineate steps in repatriation.

Topics

1. Introduction
 - IHRM compared with Domestic HRM
 - Multiculturalism
 - Cultural Predispositions
 - Denison culture
 - Culture shock
 - Managing Across Culture
2. Staffing, Training and Development
 - Recent trends in International staffing
 - Training strategies
 - Expatriate training
 - Host Country Nationals and Third Country Nationals Training
 - Cross Cultural Training models
3. Performance Management
 - Issues in Managing performance in the global context
 - Assessing Subsidiary Performance
4. International Compensation Management
 - Compensation strategy
 - Components of compensation
 - Variables influencing compensation
 - Compensation Packages
 - Issues in International compensation
 - Expatriate compensation
5. Repatriation
 - Understanding Repatriation
 - Benefits from Returnees

- Challenges of Re – Entry
- Repatriation Process
- Managing Repatriation
- Tips for Successful Repatriation

Text Book

1. Peter I. Dowling & Denise E. Welch, International HRM , Cengage Learning , 5th Editions, 2015.

Reference Books

1. Aswathappa K. & Dash Sadhna, *International HRM – Text and Cases* ,Tata McGraw Hills, 8th Edition, 2017.
2. Sengupta Dr. Nilanjan & Bhattacharya Dr. Mousumi S. , *International HRM*, Excel books, 2nd Edition, 2012.
3. Dr. P. Subba Rao, *International Human Resources Management*, Himalaya Publications , 2011.



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P19MBA722 - HUMAN RESOURCE INFORMATION SYSTEM

(3 Credits)

20 sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. To understand the concept of Human Resource Information Systems
2. To familiarise the applications of HRIS in Organisations

1. Introduction to Information System and ERP

- Data & Information needs for HR Manager
- Sources of Data - Role of IT in HRM – IT for HR Managers
- Concept, Structure, & Mechanisms of HRIS
- Programming Dimensions & HR Manager
- EHRM - Objectives - Advantages & Disadvantages.

2. Data Management for HRIS

- Data Formats
- Entry Procedure & Process
- Data Storage & Retrieval
- Transaction Processing
- Office Automation
- Information Processing & Control Functions
- Design of HRIS - Relevance of Decision-Making Concepts for Information System Design
- HRM Needs Analysis

3. HR Management Process & HRIS

- Modules on HR Planning, Recruitment, Selection, Placement
- Module on Performance Appraisal System - Training & Development Module
- Module on Pay & other Related Dimensions
- Information System's support for Planning & Control.

4. HR Management Process II & HRIS

- Organization Structure & Related Management Processes
- Authority & Responsibility Flows
- Communication Process
- Organization Culture and Power
- Data Capturing for Monitoring & Review

5. Security, Size & Style of Organizations & HRIS

- Security of Data and Operations of HRIS Modules
- Common Problems during IT Adoption Efforts and Processes to Overcome
- Orientation & Training Modules for HR & other Functionaries

Textbook

1. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page , 2019 Edition

Reference Books

1. Gueutal & Stone, THE BRAVE NEW WORLD OF HER, Jossey-Bass, 2019 Edition
2. Monk & Wagner, CONCEPTS IN ENTERPRISE RESOURCE PLANNING, Thomson, 2019 Edition


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P19MBA723 - PERSONAL MANAGEMENT AND GROWTH
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to


1. Identify the strengths and weaknesses of people using personality types.
2. Understand human behavior using NLP.
3. Examine the learning styles for critical thinking.
4. Discuss the importance of Emotional Intelligence in organizations

Topics

1. Introduction to Enneagram
2. Personality types according to Enneagram
3. Understanding thinking process using NLP
4. NLP Basics
5. NLP Test
6. Selling with NLP
7. Managing with the power of NLP
8. Effective Time Management
9. Interview Types
10. Perceptual positions for Assertiveness
11. Emotional Intelligence
12. FIROB
13. Learning styles for critical thinking and personal growth

Text Books

1. Kate Burton Romilla Ready, Neuro-Linguistic Programming for Dummies, Wiley Publications, 3rd Edition, 2016.


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P19MBA724 - TRANSACTIONAL ANALYSIS

(3 Credits)

20 sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Explain the theoretical framework for understanding human behavior.
2. Explore one's own feelings and behavior using the TA model.
3. Discuss the importance of TA in counselling
4. Understand the application of TA in several areas of people management organizations.

Topics


- TA and Self Awareness
- Concept of Script
- Winners and Losers
- Structural Analysis
- Life Positions
- Transactions
- Games and Strokes
- Life Scripts
- TA Applications in Motivation
- Leadership and Teamwork
- TA in Counselling
- Contracting for Change

Text Book

1. Eric Berne, Transactional Analysis in Psychotherapy-The Classic, Handbook to its Principles, souvenir press ltd., 2001.

Reference Books

1. Richard G. Erskine, Transactional Analysis in Contemporary Psychotherapy, Routledge Publications, 1st edition 2015.
2. Ian Stewart, Transactional Analysis Counselling in action, Sage Publications Ltd, 4th edition 2013.
3. Phil Lapworth, An introduction to Transactional Analysis: Helping people change, Sage Publications Ltd., 2011.


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OPERATIONS

<p>P19MBA725 - SERVICE OPERATIONS MANAGEMENT (3 Credits) 20 Sessions (90 Minutes / Session)</p>
<p>Course Outcomes : The Student will be able to</p> <ol style="list-style-type: none"> 1. Understand the role of service operations in the overall business. 2. Identify and evaluate process design in effective operating system. 3. Solve decision making problems related to Capacity planning, Demand forecasting and performance measurement. 4. Set standards by measuring the service quality.
<p>Topics</p> <ol style="list-style-type: none"> 1. Introduction to Services 2. Nature of services <ul style="list-style-type: none"> • Role of services in the economy Service operations • New service development Service Blueprint • Technology in services Process design 3. Managing capacity and demand <ul style="list-style-type: none"> • Front office / Back office Interface Resource scheduling 4. Service supply relationship 5. Capacity planning 6. Forecasting demand for services <ul style="list-style-type: none"> • Service productivity and Performance measurement • Tools for evaluating services 7. Service Quality and Strategy <ul style="list-style-type: none"> • Revenue Management Yield Management 8. Managing of service projects
<p>Text Book</p> <ol style="list-style-type: none"> 1. Metters, King Metters and Pullman, "Successful Service Operations Management", Thomson Learning, New Delhi, 2012. 2. Fitzsimmons.J.A and Filtzsimmons, Moona J, "Service Management Operations, Strategy and Information Technology", Sixth edition, McGraw-Hill, New Delhi, 2012.
<p>Reference Books</p> <ol style="list-style-type: none"> 1. Davis. M and Heinke. J, "Managing Services", McGraw Hill, New Delhi, 2014.


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P19MBA726 - TOTAL QUALITY MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the various principles, practices of TQM to achieve quality.
2. Identify various tools on Quality.
3. Evaluate the various techniques of quality.
4. Discuss the importance of ISO Certifications.

Topics

1. Evolution of Quality Dimensions
 - Difference between products and services Quality Gurus and their contribution
 - Quality statement
2. Quality Analysis
 - Quality costs
 - Quality control
 - Quality Assurance
 - Quality measurement
3. Total Quality Management
 - Introduction
 - Philosophy and pillars of TQM
 - Concepts & Principles
 - Obstacles/barriers of TQM
4. Tools of Quality
 - Seven tools of Quality
 - Seven tools of Management
5. Techniques of Quality
 - Quality Function Deployment (QFD)
 - Failure Modes and Effect Analysis (FMEA) Just In Time
 - KANBAN
 - 5S Principles
 - Poka Yoke
6. ISO Process
 - Documentation
 - Registration Audit
7. ISO 9001:2008-Quality Management
 - Philosophy – Elements – Requirements – Benefits – Procedure

8. ISO 14001:2004 –Environmental Management

- Philosophy – Elements – Requirements – Benefits – Procedure

Text Books

1. Dale H. Besterfield, Carol Besterfield-Michna, Glen Besterfield and Mary Besterfield-Sacre, Total Quality Management, Pearson Education, Recent Edition.

Reference Books

1. James R.Evans& William M.Lidsay, The Management and Control of Quality, South-Western (Thomson Learning), 5th Edition 2014.
2. B.Janakiraman R.K. Gopal Total Quality Management Textand Cases, Prentice Hall 2012.



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P19MBA727 - PRODUCTION PLANNING AND CONTROL

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand product planning, process planning and production scheduling.
2. Explain the inputs, process and outputs of material requirement planning.
3. Design the schedule of production.
4. Recognise the importance of capacity management.

Topics

1. Master Production Scheduling (MPS)
 - Need, objectives and functions of MPS - Role of MPS in management
2. Material Requirement Planning (MRP-I) Bill of Materials (BOM)
 - Master Production schedule Lot sizing
3. Capacity Management
 - Capacity Measurement
 - Capacity Requirement Planning Capacity Levelling
4. Demand Management
 - Functions in Demand management Customer requirement
 - Roles and Functions of MRP-II
 - Information flow in MRP-II
6. Scheduling
 - Job shop scheduling
 - Backward and Forward scheduling Gantt charts
 - Make or buy decisions Just In Time (JIT)
7. Production Control systems
 - Kanban dispatching
 - Manufacturing lead time
 - Progress reporting and expediting

Text Book

1. Paneerselvam - Production and Operations Management – PHI, 3rd edition,

Reference Books

1. Chase, Aquilano, Jacobs - Production And Operations Management - TMH, 10/e , 2004

2. James Dilworth - Production And Operations Management - Mcgraw Hill International
3. Seetharama, Dennis, Peter – Production Planning and Inventory Control, PHI – 2007 Edition
4. Rogerto Russel, Taylor - Production And Operations Management - Prentice Hall, 4/e
5. Roger Schmenner - Production And Operations Management - Prentice Hall
6. Steven Nahmias - Production And Operations Analysis - Mcgraw Hill, 5/e, 2005



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P19MBA728 - PROJECT MANAGEMENT
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the purpose and importance of project management and to prepare a project proposal for a given project.
2. Schedule a plan for a given project and estimate the cost of it.
3. Identify different documents maintained in a project and understand different roles and responsibilities of a manager and his team.
4. Recognise different risks in a project.

Topics

1. Project Management
 - Introduction
 - Concepts
 - Project Management Knowledge Areas and Processes
 - The Project Life cycle
2. Project Identification Process
 - Project Feasibility, Market and demand analysis Project cost
 - Break-even point Selection
3. Need of Project Planning
 - Roles, Responsibility and Team Work Project planning process
4. Human factors in Project management
 - Organizing Human resources Project manager and the team
 - Project communication and documentation
5. Project Risk Management
 - Managing Risk in Projects
 - Risk Identification, Risk Analysis, Reducing
 - Risks Environmental impact assessment
6. Project audit and Implementation
 - Project Execution
 - Project Control process

Text Books

1. Jack Gido and James P. Clements, Successful Project Management, Cengage Learning, 6th Edition, 2015.

Reference Books

1. Jack R.Meredith, Samuel J. Mangel,Jr., Project Management-A Managerial approach, Wiley India, 6th Edition, 2015.
2. Panneerselvam and SenthilKumar, Project Management, PHI learning Private Ltd., 2017.



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P19MBA729 - MATERIALS MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Demonstrate the understanding of fundamental concepts and ideas of materials management.
2. Identify techniques in areas such as purchasing, storage systems, inventory control, logistics, warehousing and human resources.
3. Understand the importance of quality control and relevant software packages.
4. Manage Inventory with effective cost control adhering to quality standards.

Topics

1. Introduction
 - Introduction
 - Systems approach to Materials Management Forecasting
 - Objectives and the Materials Organization Materials Planning.
2. Purchasing
 - Purchasing
 - Purchasing in Materials Management System Concept
 - Purchasing and Procurement activities under Materials management Purchasing and Quality Assurance.
3. Quality Control
 - Incoming Material Quality Control - Statistical Quality Control
 - Purchasing capital equipment plant and machinery
4. International Buying and Import purchasing.
 - Inventory Management and Control Systems Stores Management and Operation
 - Material Accounting Inventory Valuation Physical Verification
 - Security and Materials Audit.
5. Logistics
 - Materials Handling and Storage Systems Physical Distribution Logistics
 - Transportation
 - Traffic and Claims Management

Text Book

1. P. Gopalakrishnan & M. Sundaresan, Materials Management: An integrated approach, PHI, 2014.

Reference Books

1. A.K. Datt, Materials Management: Procedures, Text and Cases, PHI, 2008.

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P19MBA730 - LOGISTICS AND SUPPLY CHAIN MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the concepts and importance of logistics and supply chain.
2. Evaluate the characteristics and different modes of transportation.
3. Explain types of purchasing strategies and process in supplier evaluation.
4. Plan for operational decisions in supply chains.

Topics


1. Introduction to Logistics
 - Customer Service and Logistics Management -A Perspective Concepts in Logistics and Physical Distribution
2. Transportation
 - Role of transportation in logistics
 - Transportation selection decision
3. Modes of transportation
 - Rail, Road, Water, Air, Pipeline
 - Characteristics of different modes Inter modal operations
4. Supply Chain Introduction
 - Supply Chain – Fundamentals, Importance Decision Phases
 - Types of supply chains Process view
 - Supply chain models
 - Structuring supply chain Drivers
5. Strategic Sourcing
 - In-sourcing and Out-sourcing Types of Purchasing Strategies Hub and Spoke supply chain
 - e-marketplaces, e-procurement, e-logistics
 - e-business framework
 - Supplier evaluation and selection

Text Books

1. Sunil Chopra and Peter Meindi, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Indian Reprint, 6th edition, 2016.

Reference Books

1. Monczka et al., Purchasing and Supply Chain Management, Cengage Learning, Second edition, Reprint, 2015.
2. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2014.


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<p>P19MBA731 - ADVANCED INVENTORY MANAGEMENT (3 Credits) 20 Sessions (90 Minutes / Session)</p>
<p>Course Outcomes: The student will be able to</p> <ol style="list-style-type: none"> 1. Understand different methods of inventory control 2. Explain Forecasting Methods 3. Understand MRP 4. Identify and explain different inventory systems
<p>Topics</p> <ol style="list-style-type: none"> 1. Introduction to Inventory Management 2. Advanced Forecasting Methods 3. Static and Dynamic Inventory Control Models 4. Materials Requirement Planning (MRP) 5. Just-in-Time Inventory Systems 6. Multi-Echelon Inventory Systems 7. Simulated Inventory Systems
<p>Text Books</p> <ol style="list-style-type: none"> 1. Chandra Bose D , Inventory Management, Tata Mc Graw Hill.
<p>Reference Books</p> <ol style="list-style-type: none"> 1. Ravi Shankar, Operations and Supply Chain Management, Tata Mc Graw Hill.


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P19MBA732 - PRODUCTIVITY MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes: The student will be able to

1. To understand and appreciate significance of productivity management
2. To study various productivity management methods
3. To learn applicability of popular productivity management tools
4. To learn advanced methods of productivity.

1. Introduction:

- Importance and significance of productivity.
- Macro and Micro factors of productivity
- Various ratios related to finance, material and service.

2. Value Analysis and Value Engineering:

- Concept of Cost, Price and Value
- Role in Productivity, Procedure
- Application and productivity benefit model.

3. Work Study:

- Importance of work study
- Method Study and Work Measurement
- Process Flow charts, Man machine diagram
- Principles of Motion Economy

4. Work Measurement:

- Techniques of Work Measurement
- Computation of Standard Time
- Performance Rating
- Allowances – Need for Allowances - Types of Allowances

5. Productivity and service level enhancements:


- Overview of JIT, Lean, 5S
- TPM, BPR, Six Sigma
- World Class manufacturing
- Use of Technology in productivity and service enhancements

Text Books

1. PremVrat, G.D. Sardana, B.S. Sahay, Productivity Measurement for Business Excellence, Narosa Publishing House.

Reference Books

1. Richard B Chase, Jacobs, Agarwal, Operations Management for Competitive Advantage , TMGH.
2. GeirageKanawaty, Introduction to work study, Universal publishing.


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**Sona College of Technology, Salem
(An Autonomous Institution)**


Courses of study for MBA V Trimester under Regulations 2019

Branch: Master of Business Administration

COURSE TITLE				
S.No.	Course Code	THEORY	Session	Credits
1	P19MBA.....1	ELECTIVE 7	20	3 ✓
2	P19MBA.....2	ELECTIVE 8	20	3 ✓
3	P19MBA.....3	ELECTIVE 9	20	3 ✓
4	P19MBA.....4	ELECTIVE 10	20	3 ✓
5	P19MBA.....5	ELECTIVE 11	20	3 ✓
6	P19MBA.....6	ELECTIVE 12	20	3 ✓
Total				18 ✓

Approved by


Chairperson, MBA BOS
Dr.M. Selvaraj


Member Secretary,
Academic Council
Dr.R.Shivakumar


Chairperson,
Academic Council & Principal
Dr.S.R.R.SENTHIL KUMAR

Copy to: Director - MBA, V Trimester MBA Students and Staff, COE

DEPARTMENT OF MANAGEMENT STUDIES
Curriculum for the Batches 2019 onwards

MARKETING MANAGEMENT ELECTIVES			
Course Code	Courses		Credits
TRIMESTER V			
P19MBA733 ✓	SALES AND DISTRIBUTION MANAGEMENT ✓	PE	3
P19MBA734 ✓	BRAND MANAGEMENT ✓	PE	3
P19MBA735 ✓	RETAIL MANAGEMENT ✓	PE	3
P19MBA736 ✓	MARKETING ANALYTICS ✓	PE	3
P19MBA737 ✓	HOSPITALITY AND TOURISM MARKETING ✓	PE	3
P19MBA738 ✓	INTERNATIONAL MARKETING ✓	PE	3
P19MBA739 ✓	MARKETING OF FINANCIAL SERVICES ✓	PE	3
P19MBA740 ✓	RURAL MARKETING ✓	PE	3
FINANCE MANAGEMENT ELECTIVES			
TRIMESTER V			
P19MBA741 ✓	RISK MANAGEMENT AND INSURANCE ✓	PE	3
P19MBA742 ✓	FINANCIAL MODELLING USING SPREADSHEETS* ✓	PE	3
P19MBA743 ✓	RISK MANAGEMENT IN BANKS ✓	PE	3
P19MBA744 ✓	MERCHANT BANKING AND FINANCIAL SERVICES ✓	PE	3
P19MBA745 ✓	DERIVATIVES MANAGEMENT ✓	PE	3
P19MBA746 ✓	RETAIL BANKING ✓	PE	3
P19MBA747 ✓	INTERNATIONAL FINANCIAL MANAGEMENT ✓	PE	3
P19MBA748 ✓	MICRO FINANCE ✓	PE	3
ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT ELECTIVES			
TRIMESTER V			
P19MBA749 ✓	STRESS MANAGEMENT ✓	PE	3
P19MBA750 ✓	COMPENSATION MANAGEMENT ✓	PE	3
P19MBA751 ✓	TALENT ACQUISITION ✓	PE	3
P19MBA752 ✓	ORGANISATIONAL DEVELOPMENT AND CHANGE ⁹ ✓	PE	3
P19MBA753 ✓	CONFLICT AND NEGOTIATION SKILLS ¹⁰ ✓	PE	3
P19MBA754 ✓	HUMAN RESOURCE DEVELOPMENT ✓	PE	3

P19MBA755 ✓	HR ANALYTICS ✓	PE	3
P19MBA756 ✓	STRATEGIC HUMAN RESOURCE MANAGEMENT ✓	PE	3
P19MBA757 ✓	LABOUR LAWS ✓	PE	3
OPERATIONS MANAGEMENT ELECTIVES			
TRIMESTER V			
P19MBA758 ✓	SUPPLY CHAIN ANALYTICS ✓	PE	3
P19MBA759 ✓	WORLD CLASS MANUFACTURING ✓	PE	3
P19MBA760 ✓	THEORY OF CONSTRAINTS ✓	PE	3
P19MBA761 ✓	MAINTENANCE MANAGEMENT ✓	PE	3
P19MBA762 ✓	BUSINESS PROCESS REENGINEERING ✓	PE	3
P19MBA763 ✓	ENTERPRISE RESOURCE PLANNING ¹¹ ✓	PE	3
P19MBA764 ✓	TECHNOLOGY MANAGEMENT ¹² ✓	PE	3
P19MBA765 ✓	INFRASTRUCTURE MANAGEMENT ✓	PE	3
FAMILY BUSINESS MANAGEMENT ELECTIVES			
TRIMESTER V			
P19MBA766 ✓	FAMILY BUSINESS MANAGEMENT ✓	PE	3
P19MBA767 ✓	INTERNATIONAL BUSINESS MANAGEMENT ✓	PE	3
P19MBA768 ✓	PROFESSIONALIZATION OF FAMILY BUSINESS ✓	PE	3
P19MBA769 ✓	BUSINESS INCUBATION ✓	PE	3
P19MBA752 ✓	ORGANISATIONAL DEVELOPMENT AND CHANGE ⁹ ✓	PE	3
P19MBA753 ✓	CONFLICT AND NEGOTIATION SKILLS ¹⁰ ✓	PE	3
P19MBA763 ✓	ENTERPRISE RESOURCE PLANNING ¹¹ ✓	PE	3
P19MBA764 ✓	TECHNOLOGY MANAGEMENT ¹² ✓	PE	3

* 100% Practical Course

Note:

Courses marked 9 to 12 in Family Business Management Electives are the elective courses offered in Human Resource Management and Operations Management.


Jt. Director - MBA

Trimester – V

MARKETING

P19MBA733 - SALES AND DISTRIBUTION MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Comprehend the process of personal selling
2. Examine the concept of forecasting, budgeting, territories and Quotas in sales.
3. Apply the concept of sales force planning, recruitment and selection.
4. Evaluate the marketing channels and the reasons for channel conflict.

Topics

1. Introduction to Sales and Distribution Management
 - Roles of a sales manager
 - Selling skills
 - sales objectives
 - Linkage between sales and distribution.
2. Personal Selling
 - Psychology of selling
 - Personal Selling Process
3. Sales force Forecasting and Budgeting
4. Sales Territories and Quota.
5. Sales force Planning
 - Recruitment
 - Training
 - Motivation
 - Compensation
6. Controlling the Salesforce
7. Marketing Channels
 - Functions
 - Retailing and wholesaling
8. Designing Channel Systems and Channel Management.
9. Logistics and Supply chain

Text Book

1. Krishna K Havaldar & Vasant M Cavale, Sales and Distribution Management, Mc GrawHill, 3rd edition, 2018.

Reference Books

1. Joseph F. Hair, Rolph E. Anderson, Rajiv Mehta, Barry J. Basin, Sales Management, Cengage Learning, 2011
2. A Nag, Sales and Distribution Management, Mc GrawHill Education 2013.
3. Tapan K. Panda and Sunil Sahadev, Sales and Distribution Management, Oxford, 2014.



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P19MBA734 - BRAND MANAGEMENT
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Identify different Brand strategies adopted by different companies.
2. Design and implement marketing programmes with successful interfaces with sales, advertising & channel functions.
3. Evaluate brand extension and its contribution to parent brand.
4. Conduct the Brand equity measurement.

Topics

1. Introduction
 - Branding concepts
 - Difference between product and a brand
 - Functions & Importance of Branding
 - Types of Brands
 - Strategic Brand Management process
2. Brand Building and Positioning
 - Brand knowledge
 - Brand awareness
 - Brand image building
 - Brand positioning guidelines
 - Four stages of Brand building by Keller
3. Designing Marketing Programmes
 - Choosing brand elements
 - Marketing Mix
 - Co-Branding
 - Licensing
 - Celebrity endorsement
4. Brand Architecture strategy
 - Brand Portfolio
 - Brand Hierarchies
5. Brand Extension
 - Different types of brand extension
 - Extension guidelines
 - Reinforcing and Revitalizing brands
6. Brand Performance
 - Conducting brand audit

- Brand tracking studies
 - Brand Equity Management System
7. Models for measuring Brand Equity
 - Measuring sources of Brand equity
 - Qualitative and Quantitative research technique
 - Aaker Model
 - Brand Asset Valuator (Young & Rubicam)
 8. Recent trends and prospects in Brand Management
 - Online branding
 - Branding challenges & Opportunities

Text Book

1. Kevin Lane Keller, Ambi M.G. Parameswaran and Isaac Jacob, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson, Fourth edition, 2015

Reference Books

1. Subroto Senguptha, Brand Positioning Strategies for Competitive Advantage, Tata Mc Graw Hill, Second Edition
2. Moorthi YLR, Brand Management, Vikas Publishing House, 1st edition, 2012
3. Kirti Dutta, Brand Management Principles and Practices, Oxford Higher Education
4. Jagdeep Kapoor, Brandex, Biztantra India, 2005
5. Nitish Rai Gupta, The 7 principles of Brand Management, Mc. Graw Hill India Pvt. Ltd



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P19MBA735 - RETAIL MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the basic concepts of retail management and the latest developments in retailing in the Indian context.
2. Analyze the role of merchandise in retail business.
3. Comprehend the role of atmospherics in retail business.
4. Identify the technologies used by the e-tailers and factors that contribute to their growth.

Topics

1. Retail organizations
 - Types of Stores
 - Method of customer interaction
 - Challenges in Retail Business in India
 - Legal and Political aspects of Retailing in India.
2. Retail Location Strategy
 - Levels of location decision and its determining factors.
 - Types of retail location
 - Site selection analysis
3. Merchandise Management
 - Merchandise acquisition
 - Merchandise handling
 - Category Management
4. Store Operations
 - Role of a Store Manager
 - Retailer services.
5. Atmospherics and Visual Merchandising
 - Atmospherics
 - Walls as retail selling tools
 - Colour planning
 - Physical materials in store designing
 - Atmospherics in the context of Internet Retailing
6. Managing retail chains and Franchising
 - Franchising Model

- Decision on Franchising
- Franchising as a Business option
- Types of Franchising

7. e-tailing

- e-tailing business models
- Growth of Internet and Online retailing.

Text Book

1. Bajaj, Tuli, Srivastava, Retail Management, Oxford Higher Education, 3rd Edition, 2016.

Reference Books

1. Michael Levy, BartzonWeitz, Ajay Pandit, Retailing Management, McGraw Hill Education, 8th Edition, 2012.
2. Anil Mishra and Ruchi Gupta, Customer Service in retailing ,Biztantra,2014
3. Sriniv.R.Srinivasan, R.K.Srivastava,Cases in Retail Management, Biztantra, 2012
4. Swapna Pradhan, Retailing Management Text and Cases, Mc Graw Hill Education, 5th Edition, 2016.



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P19MBA736 - MARKETING ANALYTICS
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the use and need for data analysis.
2. Analyze the difference between descriptive and inferential statistics.
3. Measure return on investment using data analytics software.
4. Apply multivariate techniques to create new products, consumer segments and determine loyalty, reactions of customer toward business decisions.

Topics

1. Introduction to Analytics
 - Advantages of using analytics
 - Data collection – online tools and techniques
2. Descriptive and Predictive analytics
 - Basic concepts of statistics
 - Introduction to Descriptive and Inferential statistics
 - Regression analysis
3. Resource Allocation
 - Resource allocation framework
 - Measuring ROI
4. Product Analytics
 - Cluster analysis for segmentation
 - Conjoint analysis for new product development
5. Marketing Mix Analytics
 - Multiple regression in marketing
 - Design of price and advertising elasticity models
6. Customer Analytics
 - Customer lifetime value
 - Factor analysis
 - Using Logistic Regression for analytics

Text Book

1. Rajkumar Venkatesan, Paul Farris, Ronald T. Wilcox - Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning
2. Ashok Charan -Marketing Analytics: A Practitioner's Guide toMarketing Analytics and Research Methods, World Scientific Publishing Co Pvt Ltd, 2015

Reference Books

1. Mike Grigsby - Marketing Analytics: A practical guide to real marketing sense, Kogan Page, 1st Edition, 2015.
2. Stephen Sorger - Marketing analytics: Strategic Models and Metrics, CreateSpace Independent Publishing Platform; 1st edition , 2013
3. Daniel S. Putler - Customer and Business Analytics: Applied Data Mining for Business Decision Making Using R, Chapman and Hall/CRC; 1st edition, 2012
4. Dawn Iacobucci - Marketing models: Multivariate Statistics and Marketing Analytics, CreateSpace Independent Publishing Platform; 2nd edition, 2014)



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P19MBA737 - HOSPITALITY AND TOURISM MARKETING

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Familiarize the types of tourists.
2. Explain the characteristics of tourism products.
3. Discover the scope and setting up of a travel agency.
4. Outline the organizational structure of Hotels.

Topics

1.Paradigms on Tourism

- General tourism trends
- Types of Tourists
- Forms of Tourism.

2. Elements and Characteristics of Tourism Products.

- Tourism Product life cycle.
- Typology of tourism products.
- Natural resources
- Fairs and Festivals.

3. Origin of Travel Agency.

- Definition and scope of Travel agency.
- Tour operators and tour operations.
- Travel agency and its functions.
- Setting up of travel agency.

4. Introduction to the Hospitality Industry.

- Hotel organization structure
- Types of hotels.
- Hotel chains in India
- Hotel revenue centers

5. Laws and Rules Pertaining to Hospitality Industry.

6.Hospitality organization

1. FHRAI
2. HRACC

3. IH & RA

7.Customer Care

- General etiquettes
- Telephone handling

- Effective communication skills.

Text Book

1. Walker, Introduction to Hospitality Management, Prentice Hall, 5th Edition, 2017.

Reference Books:

1. Kotler, Marketing for Hospitality and Tourism, Prentice hall; 6th Edition, 2014.
2. Goeldner, Tourism, Principles & Philosophy, Wiley Dreamtech, 12th Edition, 2012.



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P19MBA738 - INTERNATIONAL MARKETING

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the concept of International Marketing.
2. Identify the methods of segmenting International markets.
3. Apply marketing mix strategies for global markets.
4. Assess an organization's ability to enter and compete in international markets.

Topics

1. International Marketing - Concept.
 - Evolution of Global Marketing.
 - Internationalization of Indian firms.
 - Process of International Marketing.
2. Decision - making process for International Market.
 - Identification of International Markets.
 - Segmentation of International Markets.
 - Selection of International Markets.
 - Tools for International Market Analysis.
3. Product Strategy for International Markets.
 - Product quality decisions for International Markets.
 - Packaging and labelling for International Markets.
 - Product launch for International Markets.
 - PLC in International markets.
 - International product strategy.
4. Building Brands in International Markets.
 - Selecting brand name for International Marketing.
 - Strategies for building global brands.
5. Pricing Decisions for International Markets.
 - Pricing approaches for International markets.
 - Factors influencing pricing decisions in International Markets.
6. International Logistics and Distribution.
 - Channels of International distribution.
 - Selecting channels of International distribution.
 - Types of International Distribution channels.
7. Communication Decisions for International Markets.
 - Consumer response hierarchy models.
 - Process of International Marketing Communication.

- Marketing communication strategies
- Tools for International Marketing Communication
- Factors influencing International communication decision.

Text Book

1. Rakesh Mohan Joshi, International Marketing, Oxford University press; 2nd Edition, 2014.

Reference Books

1. Onkvisit, Sak. and John J.Shaw., International Marketing, Prentice Hall of India, New Delhi; 1st Edition, 2016
2. Philip .R. Cateora, John.L.Graham. Prasanth Salwan. International Marketing, Tata Mcgraw Hill, 1stedition, 2012.
3. Thomas L Friedman, the lexus and the olive tree: Understanding Globalization, Anchor Books, 1st Edition, 2012.



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P19MBA739 - MARKETING OF FINANCIAL SERVICES

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Classify various financial products.
2. Apply the strategies for selling financial products.
3. Design suitable strategies for handling Retail and Corporate clients.
4. Analyze the sales functions in financial services.

Topics

1. Marketing Strategy for Financial Services.

- The components of strategy
- Size of wallet and Share of wallet
- Cross - selling and Up- selling
- Customer experience during moments of truth
- Customer loyalty
- Strategies adopted by Financial Institutions

2. Mutual Fund.

- The concept of mutual fund
- The structure of a Mutual fund
- Open ended and Close ended funds
- Regulations regarding Mutual funds

3. Insurance

- Life Insurance
- General Insurance
- Reinsurance
- Channels of Insurance
- IRDA

4. Marketing of Banking Products.

- Principal activities in Retail Banking
- Drivers of retail business in India
- Rural Banking

5. Marketing for Corporate Clients

6. Sales Functions in Financial Services.

- Types of sales structure
- Personal selling in financial services
- Characteristics of a successful sales person
- Strategies for improving cross selling

7. Executing the Advertising Strategy – Financial Services Perspective.

8. Marketing at Branches

- Branch displays
- Innovations in Branch display
- Role of a Branch Marketing organizer.

9. Credit Rating Agencies in India

Text Book

1. Dr. Dhananjay Bapat, Marketing of Financial services, Biztantra publications, 1st edition, 2014.

Reference Books

1. P. Pandian, Financial services and Markets, Vikas Publishing House; 1st edition, 2010.
2. Hooman Estelami, Marketing Financial services, Dog Ear Publishing, 2nd Edition, 2010.
3. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing house, 1st Edition, 2010.



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P19MBA740 - RURAL MARKETING

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Comprehend the difference between Rural and Urban Markets.
2. Understand the profile of the rural Customers.
3. Devise the strategies for Rural Markets Apply the 4 P's in the rural market.

Topics

1. Introduction of Rural marketing
 - Characteristics and potential of Rural Marketing
 - Importance of Rural Marketing-
 - Environmental factors affecting in Rural Marketing
 - A comparative Analysis of Rural Vs Urban Marketing
 - Emerging challenges & Opportunities in Rural Marketing
2. Rural Market and Decisions
 - Profile of Rural Marketing Dimensions & Consumer Profile
 - Regulated- Non-Regulated
 - Marketing Mix
 - Segmentation, Targeting and Position
 - Rural Marketing Strategies
3. Product Management
 - Product / Service Classification in Rural Marketing
 - New Product Development in Rural Marketing
 - Brand Management in Rural Marketing
4. Distribution Management
 - Rural Distribution in channel management
 - Managing Physical distribution in Rural Marketing
 - Fostering Creativity& Innovation in Rural Marketing
 - Sales force Management in Rural Marketing
5. Integrated Marketing Communication in Rural Marketing

Text Book

1. C G Krishnamacharyulu, Lalitha Ramakrishnan , Rural Marketing, Pearson Education , 2nd edition , 2010

Reference Books

1. RamkishenY , New Perspectives on Rural Marketing: Includes Agricultural Marketing , Jaico Publishing House, 2002
2. Pradeep Kashyap& Siddhartha Raut, The Rural Marketing Book(Text & Practice),Dreamtech Press , 2005
3. Rural Marketing (Text & Cases) – U.C.Mathur, excel books, 2008



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FINANCE

P19MBA741 - RISK MANAGEMENT AND INSURANCE

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand various type of risk and evaluation of risk.
2. Familiarize the framework of insurance business in India and its types.
3. Impart knowledge and in-depth understanding of the selected Insurance/Risk management.
4. Evaluate the different methods of strategies used in Risk management.

Topics

1. Risk
 - Types of Risk
 - Risk identification and Measurement
 - Pooling arrangements and diversification of risk.
 - Objectives
2. Risk Version
 - Risk aversion and demand for insurance
 - Insurability of risk
 - Loss control
 - Risk retention and reduction decisions
3. Risk Management Techniques
 - Analytical tools used in corporate risk management
 - Products liability
 - Environmental liability
 - Issues in liability risk and management.
4. Introduction to Insurance
 - Definition of Insurance
 - Principles of insurance
 - Kinds of insurance
 - Pooling in insurance
5. Insurance Regulators
 - Insurance business in India
 - Framework of insurance business
 - Insurance Regulatory and Development Authority (IRDA)
 - Govt. Policy on insurance sector

Text Book

1. George E. Rejda & Michael McNamara: Principles of Risk Management

&Insurance, Pearson: New Delhi, 12th edition, 2016

Reference Books

1. P.K. Gupta: Insurance & Risk Management, Himalaya Publishing House Mumbai, 2nd Edition, 2017.
2. Harrington. Niehaus: Risk Management & Insurance, McGraw Hill: New York. 3rd Edition, 2010.
3. John Simpson Teale, Insurance and Risk Management, Paperback, 3rd edition, 2016
4. Mark S. Dorfman & David A. Cather, Introduction to Risk Management & Insurance, Pearson, 10th edition, 2013.



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P19MBA742 - FINANCIAL MODELLING USING SPREADSHEETS
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Build Integrated financial models using spreadsheets
2. Identify and control the key sensitivities with advanced spreadsheet simulation
3. Create models in different areas of finance including investments and corporate finance
4. Design and develop model to enhance decision making process

Topics

1. Finance Functions in Spreadsheets
2. Modelling using Spreadsheets
3. Business Drivers Identification
4. Growth Drivers and Modelling
5. Financial Model Template
6. Projected Financial Statements
7. Financial Statements: A Valuation approach
8. Sensitivity and Scenario Analysis


Note: 100% Lab Sessions and MS Office – Excel 2016 version is to be used.

Text Book:

1. Wayne Winsto, Microsoft Excel Data Analysis and Business Modelling, Microsoft press, 5th Edition, 2016.

Reference Books

1. Danielle Stein Fairhurst, Using Excel for Business Analysis – John Wiley & Sons, India, 1st Edition, 2015.
2. Paul M healy and Krishna G Pale PU, Business Analysis Valuation, Using Financial Statement, 5th Edition, 2015.
3. Humphrey K.K Tung and Donny C.F.Lai, Professional Financial Computing using Excel and VBA, Wiley Finance, 1st Edition, 2014.


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P19MBA743 - RISK MANAGEMENT IN BANKS

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the concept of Risk and its process.
2. Assess the impact of various risks in banking operations.
3. Apply the risk management tools and techniques in banks.
4. Apply various methods to recover NPAs.

Topics

1. Risk Overview
 - Definition & policies
 - Risk Process
 - Key Risks – Credit, Operational, Market, Liquidity, Legal , Interest rate risk
2. Asset Liability Management
 - ALM Concept
 - ALCO Techniques / Tools
 - Simulation, Duration, Gap, Linear analysis
3. Risk Measurement and Control
 - Risk exposure analysis
 - Risk Management/ Mitigation policy
 - Risk Management Policy & Procedure
4. Risk Management
 - Capital adequacy norms
 - Prudential / Exposure
 - Regulatory prescriptions of risk management
5. Credit Risk Management
 - Basel Norms / RBI guidelines for credit risk management
 - Credit Rating / Credit Scoring rating system design
 - Credit policies of banks/ Credit bureaus
 - Internal Capital Adequacy Assessing process(ICAAP)
6. Operational Risk
 - Basel norms/ RBI guidelines on operational management
 - Causes for significant increase in operational risk management
 - Sound principles of operational management
 - Capital allocation for operational risk
7. Market Risk
 - Treatment of market risk under RBI / Basel Norms

- Interest rate risk
 - Foreign exchange risk
 - Price/ Commodity risk
8. Risk Management policy
- ALCO structure and functions
 - Need for risk management in banks
9. Credit monitoring
- Credit Review, Follow up, Credit defaults, Causes and Effects
10. Recovery Management
- NPA management policy

Text Book

1. Risk Management in banking – Joel Bessis – Wiley Publications – 4th Edition, June 2015.

Reference Books

1. Winda Althen and Anthony Saunders, Risk Management in Banking, The Oxford Handbook of Banking, 2012.
2. Theory and Practice of Treasury & Risk Management in Bank, Indian Institute of Banking and Finance, 2015
3. R.K.Mishra and Cinder Sekhar Yadav, Risk Management in Banking, AFAIPF, 2014.


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P19MBA744 - MERCHANT BANKING AND FINANCIAL SERVICES

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Understand the functions of merchant banking and pre and post issue activities.
2. Identify the process of the leasing, hire purchase and factoring activities and its uses.
3. Understand the concept of mutual funds and credit rating process.
4. Discuss broad picture of venture capitalist activities, consumer finance, credit cards and housing finance.

Topics

1. Merchant Banking
 - An overview of Indian Financial System
 - Nature and Functions of Merchant Banking
 - Regulation of Merchant Banking
 - Present State of Merchant Banking in India.
2. Issue Management - Pre & Post issue activities
3. Leasing and Hire Purchasing and Factoring
 - Legal Aspects of Hiring and Leasing
 - Types of Leasing - Rights of Hirer and Hire Vendor
 - Lease Vs. Hire Purchasing Introduction
 - Types of Factoring
 - Forfeiting- Process - Advantages
 - Bills Discounting Vs Factoring Vs Forfeiting
4. Mutual Funds and Credit Rating
 - Types of Mutual Funds
 - Mutual Funds in India- Developing, Launching.
 - Computation and Relevance of NAV
 - Offshore Mutual Funds and Money Market Mutual Funds
 - Regulation of Mutual Funds
 - Credit Rating system, Growth factors, Rating Agencies,
 - Credit rating process
5. Venture Capital
 - Definition, Characteristics & Evolution
 - Venture capital investment process, Advantages, Forms
 - SEBI regulations and Venture capital funds
6. Private Equity

7. Consumer Finance – credit cards, housing finance.

Text Book

1. Dr.S.Gurusamy , Merchant Banking and financial services, Tata Mcgraw Hill, 3rd Edition

Reference Books

1. Clifford Gomez, Financial Markets, Institutions and Financial Services, Prentice Hall of India 2008, 5th Edition
2. Bhole , Financial Institutions and Markets, Tata McGraw Hill, 2010, 6th Edition
3. Rajiv Srivastava and Anil Misra, Financial management, Oxford University Press, 2nd edition, 2011


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P19MBA745 - DERIVATIVES MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Understand the nature of derivative contracts and settlement.
2. Describe the futures contract, its operation and payoff.
3. Develop the knowledge of Options, types and valuation.
4. Discuss broad picture of different types of swaps and commodities derivatives.

Topics

1. Introduction to Derivatives
 - Difference between Cash and futures market
 - Types of Traders
 - OTC and Exchange Traded Securities
 - Types of Settlement
 - Uses, Advantages and Risks in Derivatives
2. Forwards and Futures Contract
 - Specifications of forwards and Futures Contract
 - Margin Requirements
 - Marking to Market
 - Hedging using Futures
 - Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities
 - Delivery Options
 - Relationship between Future Prices, Forward Prices and Spot Price
3. Options
 - Exchange Traded Options
 - OTC Options
 - Specifications of Options
 - Call and Put Options
 - American and European Options
 - Intrinsic Value and Time Value of Options
 - Option payoff
 - Options on Securities, Stock Indices, Currencies and Futures
 - Options pricing models
 - Differences between future and Option contracts.

4. Swaps

- Interest Rate SWAP
- Currency SWAP
- Role of Financial Intermediary
- Floating Rate Notes
- Credit Risk.

5. Derivatives: Indian Context

- Evolution of Derivatives Market in India
- Regulations – Framework
- Exchange Trading in Derivatives

Text Book

1. John.C.Hull, Options, Futures and other Derivative Securities', PHI Learning, 8th Edition, 2018

Reference Books

1. N.R.Parasuraman, Fundamentals of financial derivatives, Wiley India. 3rd Edition, 2014.
2. S.S.S. Kumar, Financial Derivatives, PHI Publications, 1st edition Jan 2007.
3. Manish Sahaswani, Introduction to Derivatives, Finance Train publisher, 1st edition, 2013.
4. S.L. Gupta, Financial Derivatives – Theory, concepts and problems, PHI publishers, 1st editions, 2005.



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P19MBA746 - RETAIL BANKING

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Identify the importance of retail banking in Modern business.
2. Discuss the products and services under Retail Banking.
3. Understand the benefits of different delivery channels
4. Develop knowledge on drivers of growth and opportunities of retail banking.

Topics

1. Introduction
 - History and Objectives of Retail Banking
 - Drivers and Infrastructure of Retail Banking
 - Difference between Retail, Corporate and Wholesale Banking
 2. Retail Deposit Products
 - Deposit accounts and Schemes for retail customers
 - NRI Deposit accounts and Guidelines
 - Account opening procedures for different accounts
 - RBI guidelines on operational procedure of retail deposit products
 3. Retail Lending Products
 - Types of Loans and advances
 - Banker / Customer requirement analysis
 - Banker approval process & Documentation
 - Pre and Post payment process on different loans
 - RBI guidelines on operational procedure of retail lending products
 4. Retail Delivery Channels
 - Traditional delivery channels – Cheque, Withdrawal slip, Demand Draft
 - Modern delivery channels – ATMs, POS, Internet and Mobile banking, Debit and Credit cards
 5. Emerging Trends in Retail Banking
 - Bank CRM strategies
 - Trends in Retail banking – Reverse Mortgage, Investment advisory, Wealth Management, Cross selling opportunities
 - Growth of Retail E – Banking
- ~~Opportunities and Challenges in retail Banking~~

Text Book

1. Retail Banking- Indian Institute of Banking and Finance - Macmillan India Ltd 1st edition, 2010.

Reference Books

1. Commercial Bank Management – Kanhaiya Singh and Vinay Dutta – McGraw-Hill Publishing House, 2013.
2. Bank management and financial services - Rose, Peter, and Sylvia Hudgins-McGraw– Hill, 2006.
3. Principles and Practices of Banking – Indian Institute of Banking & Finance – Macmillan Publishers India Limited, 4th edition, 2015.



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P19MBA747 - INTERNATIONAL FINANCIAL MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the critical issues in financing for international firms.
2. Discuss practical framework for the analysis of exchange markets and foreign exchange exposures.
3. Impart knowledge on balance of payments and sources for raising funds
4. Evaluate the different methods of Hedging strategies used in Risk management.

Topics

1. Introduction to International Financial Management
 - Domestic Vs International finance
 - International Financial Market Integration
 - Currency Crisis & Global recession
2. Balance of Payment
 - Structure and contents of current, capital and reserve accounts
 - Understanding BOP structure of a country for investment
 - Raising finance
3. Foreign Exchange markets
 - Nature, functions and participants
 - Forex markets in India
 - Foreign exchange rate determination and factors
4. Foreign exchange exposure
 - Spot, Forward and Future contracts
 - American and European currency options
 - Call and Put options , Currency swap
 - Risk measurement and management strategies
 - Hedging strategies
5. International Capital Markets
 - Sources of International finance, Debt and Equity markets
 - Export Import finance
 - American Depositary Receipts
 - International refinancing – Issues & Challenges

Text Book

1. CheolS.Eun, Bruce G. Resnick – International Financial Management – Mc.Graw hill – 4th Edition, 2017

Reference Books

1. Dr.B.Janakiraman - International Financial Management- Biztantra publishers, 2010
2. Jeff Madura- International Financial Management - Cengage learning, 2018
3. S.H. Nagalkar, MilindBarhate – International Financial Management - Sai Jothi publishers, First edition, 2013
4. VIJ Madhu - International Financial Management – Excel books, 3rd edition, 2017



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P19MBA748 - MICRO FINANCE

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Comprehend the importance of Micro Finance and its products and services.
2. Understand the supply and intermediation of Micro Finance.
3. Analyse the risk of Micro Finance institutions.
4. Examine the credit rating and impact assessment of Micro Finance.

Topics

1. Introduction

- Need for microfinance
- History of microfinance in India
- Success story of Grameen Bank - Bangladesh

2. Microfinance Products and Services

- Micro credit – saving- insurance
- Rural financial services
- Agricultural Microfinance

3. Supply and Intermediation of Microfinance

- Non-institutional source
- Institutional source – NABARD, RRB, Cooperative Banks
- Types of microfinance institutions
- NGO Vs MFI

4. Microfinance Credit Lending Models

- Credit Lending Models
- Difference between SHG and JLG model
- Indian SHG: Problems and Issues
- SHG-Bank Linkages Programmes in India

5. Risks in Microfinance Institutions

- Types of risk
- Risks in Agricultural Microfinance and feasibility
- Strategies for Risk Minimization

6. Credit rating and Impact Assessment

- Credit rating models- GIRAFE, PEARLS, CAMEL, Microrate, CRISIL
- Components of analyzing Indian SHGs

7. Microfinance and Disaster

- Pre-disaster activities of MFIs for Clients
- During disaster and Post-disaster activities of MFIs for Clients

8. Microfinance and Development


- Microfinance and women empowerment
- Microfinance and Micro entrepreneurship and business development
- Microfinance and Education
- Microfinance and health
- Microfinance and Networking and Linkage building

Text Book

1. Debadutta K. Panda, Understanding Microfinance, Wiley-India 2014.

Reference Books

1. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India, 2010
2. Indian Institute of Banking and Finance, Microfinance: Perspectives and operations, Macmillan India Limited, 2011.


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OB & HR

P19MBA749 - STRESS MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the intellectual and emotional basis of stress
2. Examine the effects of stress on the body
3. Develop the ability to reduce stress through relaxation techniques
4. Analyze the methods of stress reduction by means of cognitive techniques and physical activities.

Topics

1. Components of Wellness
2. General Adaptation Syndrome (GAS) model of stress
3. Physiological components of stress and your body
4. Personality and stress
5. Perfectionism
6. Irrational beliefs (Rational Emotive Behavior Therapy)
7. Spirituality and stress
8. Optimism
9. Laughter
10. Happiness
11. Stress and health
12. Relaxation strategies, biofeedback, meditation
13. Time management
14. Cognitive reduction strategies

Text Book:

1. Blonna, R. Coping with Stress in a changing world ,McGraw Hill, 5th Edition 2012.

Reference Book

1. Fielding Gray, Stress Management: Techniques On How To Deal With Stress And Anxiety, 2014.
2. Selye, H. The Stress of Life. McGraw-Hill, 2012.
3. Leyden-Rubenstein, L. Stress Management Handbook. McGraw-Hill, 2012.


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P19MBA750 - COMPENSATION MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The students will be able to

1. Familiarize the basic concepts of job evaluation.
2. Analyze the role of wage and salary administration.
3. Impart skills in formulating a compensation policy.
4. Able to plan a suitable package on principles of equity and efficiency.

Topics

1. An Introduction to Job Evaluation
2. Methods of Job Evaluation
 - The ranking method : description, advantages and limitations
 - The classification method : description, advantages and limitations
 - Factor comparison method : description, advantages and limitations
 - Point rating methods : description, advantages and limitations
 - Hay guide chart – profile method : description, advantages and limitations
3. Wage Administration & Salary Administration
 - Concept of wages and Salary
 - Factors determining wages, Types of wages
 - Rewards, Incentives and Fringe benefits; Different kinds
4. Wage Structure
 - Wage surveys
 - Wage fixation; flat rate, merit rate
 - Wage components
5. Labor Market
 - Concept and types of labor market
6. National Wage Policy
 - Concepts and Objectives of wage policy
7. Company Wage Policy
 - Wage Determination
 - Pay Grades
 - Economic Principles
8. Welfare Legislations
 - ESI Act 1948
 - PF Act
 - Payment of Gratuity Act
9. Bonus
 - Profit Bonus
 - Evolution of the Concept
 - Method of Determining Bonus

Text Book

1. Milkovich and Newman , Compensation , Tata McGraw-Hill , 2014.

Reference Books

1. Dipak Kumar Bhattacharyya , Compensation Management , Cengage Publication, 2014.
2. Armstrong Michael and Marlis, Reward Management: A Handbook of salary administration by, Kogan Page Limited, 2007.
3. Singh, B.D. Compensation & reward management, Excel., 1st edition 2008



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P19MBA751 - TALENT ACQUISITION
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Determine the human resource planning and prepare the job analysis and to do the profile matching.
2. Identify the effective sources of recruitment and design the stages in selection process.
3. Realize the tools and techniques used in recruitment and selection.
4. Describe the current trends in talent acquisition.

Topics

1. Essentials of Talent Acquisition
 - Differentiate between talent acquisition and recruitment and selection
 - Talent acquisition strategies
 - Predictive statistics for organizational level HRP
2. Recruitment Policy
 - Sources of Recruitment
 - Strategies in talent acquisition
3. Job Analysis and Profile Matching
 - Job Analysis methods
 - Measurement of personality traits
4. Selection Process
 - Basic tests and types
 - Mapping tests with job requirements
 - Types of interviews
5. Tools and technique for recruitment and selection
 - Traditional and modern methods
 - Emotional Intelligence
 - Legal and ethical issues
 - Employee Onboarding
6. ~~New Paradigms in Talent Acquisition~~
 - E –Recruitment
 - Recruitment thorough Social Media
 - Hackathon ideas

Text Book

1. Dipak Kumar Bhattachary, Recruitment and Selection, Cengage, 2016.

Reference Books

1. Gary Dessler, Human Resource Management, Pearson Education ,2016.
2. Edwin Flippo, Personnel Management, McGraw Hill, 5th edition, 2016.
3. David A.Decenzo, Stephen P.Robbins, Fundamentals of Human Resource Management, Wiley Publication, 2015.


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P19MBA752 - ORGANIZATIONAL DEVELOPMENT AND CHANGE
(3 Credits)
20 sessions (90 Minutes / Sessions)

Course Outcomes : The Student will be able to

1. Understand the importance of Organizational Development.
2. Interpret the process of Organizational Development and apply the techniques of analyzing data.
3. Discuss about leading and managing change.
4. Design suitable OD interventions for Change.

Topics

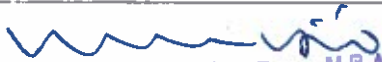
1. Introduction to OD
 - The growth and relevance of OD
 - A short history of OD
 - Entering into an OD Relationship
2. The Nature of Planned Change
 - Theories of planned change
 - Diagnosis
 - Individual level Diagnosis
 - Group level Diagnosis
 - Methods for collecting data
3. Technique of Analyzing Data
 - Action Research
 - Training OD Practitioners in Data Feedback
 - OD intervention
 - Overview of Interventions
4. Leading and Managing Change
 - Overview of Change activities
 - Institutionalizing OD Interventions
5. Human Process Intervention
 - Third party Intervention
 - Team Building
 - Intergroup relations Intervention
 - Techno-structural interventions
 - The socio-technical-systems-approach
 - Culture Change
 - Future of OD

Text Book

1. Cummings & Worley, Organization Development & Change, Cengage Learning, 10th Edition, 2014.

Reference Books

1. Gareth R. Jones, Organizational Theory, Design, and Change, Pearson Publications, 7th Edition, 2012.
2. Kavita Singh, Organisation Change and Development, Excel Books, 2nd Edition, 2012.
3. Wendell L. Frency, Cecil Bell, Organizational Development, Prentice Hall, 6th Edition, 1999


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P19MBA753 - CONFLICT AND NEGOTIATION SKILLS

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The students will be able to

1. Understand the nature and types of conflict.
2. Identify the conflict resolving techniques and decision making processes.
3. Formulate individual and group strategies that minimize the destructive consequences of conflict.
4. Examine the solutions satisfactory to organizational members.

Topics


1. Nature and types of conflict
2. Perspectives on Conflict
3. Conflict Goals
4. Styles and Tactics to resolve conflict
5. Conflict Assessment
6. Negotiations Strategy
7. Tactics of Distributive Bargaining
8. Strategy & Tactics of Integrative Bargaining
9. Pre-Negotiation
10. Dealing with Negotiation Breakdowns
11. Communication in Negotiation Simulation
12. Negotiation in Group
13. Power in Negotiation
14. Third Party Intervention
15. Ethics in negotiation

Text Books

1. William W. Wilmot & Joyce L. Hocker, Interpersonal Conflict (Communication), McGraw-Hill, 10th Edition, 2017.

Reference Books

1. Kevin Avruch, Culture & Conflict Resolution (United States Institute of Peace, 1998). M.H. Bazerman,
2. M.H. Bazerman, M. A. Neale, Judgment in Managerial Decision Making, 8th Edition 2014.
3. Susan S. Raines- Conflict Management for Managers: Resolving Workplace, Client, and Policy Disputes (Jossey-Bass Business & Management) 1st Edition 2014.


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P19MBA754 - HUMAN RESOURCE DEVELOPMENT

(3 Credits)

20 sessions (90 Minutes /session)

Course Outcomes : The Student will be able to

1. Explain the concept and overview of Human Resource Development.
2. Design HRD systems and developing HRD Strategies.
3. Apply the methods of training and development and performance appraisal and examine the process of counseling and mentoring.
4. Link Organization strategy to the HRD Tactics.

Topics

1. Nature and Concept of HRD
 - Improving performance through HRD
 - Recent scenario of HRD in India
2. HRM and HRD
 - Role and Competencies of HRD manager
 - Challenges of HRD
 - HRD Strategy model
 - Future challenges to HRD Strategy
3. Learning Cycle-Learning Process
 - Objectives of training
 - Training need analysis
 - Training methods
 - Evaluation of Training
 - Designing management development Programs
4. Leadership Development
 - Assessment and development center
 - Designing Performance Appraisal System
5. Career Planning Process
 - Coaching
 - Counseling
 - Mentoring
 - Empowerment
6. Need for Quality of Work Life
 - HRD Culture
 - Linkage of Organizational Strategy to HRD Tactics
 - HRD and Organizational Change
7. Future of HRD

Text Book

1. Tapomoy Deb, Human Resource Development, Ane Books, 2nd Edition, 2012.

Reference Books

1. Udaipareek., Designing & Managing Human resourcesSytems, Oxford publications, 3rd Edition, 2017.
2. Mankin, D., Human Resource Development, Oxford University Press India, 8th Edition, 2009.
3. Rao, T.V., Future of HRD, Macmillan Publishers India, 2nd Edition, 2009.



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P19MBA755 - HR ANALYTICS

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Explain the importance of HR Analytics.
2. Illustrate the comprehensions of Human Capital Management.
3. Determine the methods of Operational Analysis and create the operational reporting through predictive Analytics.
4. Examine the future of Predictive Analytics.

Topics

1. Introduction to HR Analytics
 - Why Analytics is important
 - HR Analytics-Function
 - Analytics used in other Business Areas
 - Evolution of HR Analytics
2. The Human Capital Management
 - How to improve HR Processes
 - Linking HR to Strategic Drivers
 - The HR Business drivers Framework
 - Balanced Score Card
 - Strategy maps
 - Turning Data into Business Intelligence
 - Linking Strategic objectives with lead and lag indicators
 - Lead and Lag Indicators
 - The Balance scorecard approach
3. Operational Analysis
 - Statistical Analysis
 - Benchmarking
 - Trend Analysis
 - Simple Operational Reporting
4. Predictive Analysis
 - Predictive Analytics
 - Correlation
 - Regression Analysis
 - Business Modelling
 - Creating Interactive Dashboards in Excel

5. Prescriptive Analysis

- Prescriptive Analytics
- Future of HR Analytics

Text Book

1. JAC Fitz-Enz, The new HR Analytics, AMACOM Publications, 1st Edition, 2010.

Reference Books

1. KuldeepSingh and Ramesh Soudararajan, Winning on HR Analytics, Sage Publications, 6th Edition, 2017
2. JacFitz-enz& John Mattox, Predictive Analytics for Human Resources, Wiley Publications, 1ST Edition, 2014
3. Laurie LaurieBassi and Rob Carpenter, HR Analytics Handbook, McBassi& Company, 1st Edition, 2012.



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P19MBA756 - STRATEGIC HUMAN RESOURCE MANAGEMENT

(3 Credits)

20 sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the perspective of strategic HRM
2. Explain the process of strategic management process
3. Link the HRP and designing work systems with the company's strategy
4. Understand the global perspective of SHRM

Topics

1. Introduction

- Adopting an investment perspective of Human Resource Management
- Measuring Human Capital
- HR issues and challenges in Strategic Human Resource Management
- Workforce Demographic changes and diversity.

2. Strategic management process:

- Strategic HR Versus Traditional HR
- Process of Strategic Management
- Barriers to Strategic HR

3. Human resource planning and design and redesign of work systems

- Objectives of Human Resource Planning
- Types of Planning
- Design and Redesign of Work Systems-
- Understanding Change and Managing change

4. Implementation of strategic human resource management

- Staffing- Training and Development
- Performance Management-Compensation
- Labor Relations- Employee Separation

5. Global human resource management

- International HRM Versus Domestic HRM
- Culture Assessment-
- Strategic HR Issues in Global Assignments
- Building multicultural organizations

Text Book

1. Jeffrey A. Mello, Strategic Human Resource Management, Cengage Publications, 4th edition 2014.

Reference Books

1. Agarwala, Strategic Human Resource Management, Oxford Publications, 2015
2. Randall.S. Schuler and Susan E. Jackson, Strategic Human Resource Management, Blackwell Publishing,2015
3. Pulak Das, Strategic Human Resource Management, Cengage Publications, 3rd edition 2012.



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P19MBA757 - LABOUR LAWS

(3 Credits)

20 sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Describe the methods of settling industrial disputes without state intervention and their advantages.
2. Explain the provisions relating to occupational health and safety in an Industry
3. Apply laws while remunerating employees in an establishment and understand the measures in preventing sexual harassment of women at work place.
4. Understand the importance of social security legislations in India.

Topics

1. Dispute Settlement Legislation
 - Employer & Employee rights
 - Different methods of dispute settlement under ID Act
2. Health & Safety Legislation
 - Factories Act
3. Wage Legislations
 - Payment of Wages Act
 - Minimum Wages Act
4. Social Legislations
 - Equal Remuneration Act
 - The Sexual Harassment of women at work place Act
5. Social Security Legislations
 - Workmen compensation Act
 - Payment of bonus Act
 - Payment of gratuity Act
 - ESI Act
 - Maternity benefit Act

Text Book

1. P.R.N.Sinha, InduBala Sinha and Seema PriyadharshiniShekhar, Industrial Relations, Trade Unions and Labour Legislation, Pearson 3rd edition, 2017.

Reference Books

1. ArunMonappa, Nambudiri and Selvaraj, Industrial Relations and Labour Laws, Mc Graw Hill, 2 Edition, 2012.
2. C.S. VenkataRatnam, Industrial Relations, Oxford University Press, 2011.
3. Mamoria, Mamoria, Gankar, "Dynamics of Industrial Relations", Himalaya Publishing House, 13th Edition.
4. Bare Acts


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P19MBA758 - SUPPLY CHAIN ANALYTICS

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Make appropriate warehousing decisions.
2. Learn about Inventory models.
3. Understand the Analytic Hierarchy process.
4. Know the risk involved in supply chain.

Topics

1. Warehousing Decisions
 - P-Median Methods
 - Greedy Drop Heuristics
 - Space Determination and Layout Methods
2. Inventory Management
 - Dynamic Lot sizing Methods
 - Multi- Echelon Inventory models
3. Transportation Network Models
 - Notion of Graphs, Minimal Spanning Tree ,Shortest Path Algorithm
 - Maximal Flow Problems
 - Set covering and Set Partitioning Problems
 - Advanced Vehicle Routing Problem Heuristics
4. Analytic Hierarchy Process
5. Data Envelopment Analysis
6. Risk Analysis in Supply Chain
 - Measuring transit risks, supply risks, delivering risks
 - Risk pooling strategies

Text Books

1. F. Robert Jacobs and Richard B. Chase, Operations and Supply Chain Management, MCGraw-Hill education, 15th edition, 2017.

Reference Books

1. Gerardu, Supply Chain Analytics-complete self-assessment guide, Create space publications.



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P19MBA759 - WORLD CLASS MANUFACTURING

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Exaggerate the competition between information age and world class manufacturing.
2. Determine competitive edge in global business.
3. Learn the tools and systems for world class manufacturing.
4. Identify world class manufacturing in Indian business perspective.

Topics

1. World-Class Manufacturing and Information Age Competition
 - Globalization and International Business
 - World-Class manufacturing and Information Age Competition
 - Manufacturing Challenges of the Information Age
 - Problems in the Manufacturing Industry
2. Gaining Competitive Edge Through World-Class Manufacturing
 - Manufacturing Excellence and Competitiveness
 - Models of World-Class Manufacturing
 - The Practices of World-Class Manufacturing
 - Quality in World-Class Manufacturing
3. Systems And Tools For World-Class Manufacturing
 - Overview of systems and Tools: Information Management Tools
 - Product and Process Design Tools
 - Bar Code Systems
 - The Kanban-A Lean Production Tool
 - SQC
 - Poka Yoke
4. World-Class Manufacturing: The Indian Scenario
 - Competitiveness of Indian Manufacturing
 - Manufacturing Objectives and Strategies
 - The Manufacturing Strategic Intent Framework
 - Strategic use of IT in Indian Manufacturing
5. Strategic plan Towards World-Class Manufacturing
 - ~~Developing Strategic Thinking in Manufacturing~~
 - Issues in Strategic Planning for World-Class Manufacturing
 - Strategic Planning Methodology for World-Class Manufacturing
 - World-Class Manufacturing Implementing Plan


- Performance Measurement System for World-Class Manufacturing

Text Books

1. B S Sahay, K B C Saxena and Ashish Kumar, World-Class Manufacturing – A Strategic Perspective, Macmillan, 2009

Reference Book

1. Gunn, T.G., Manufacturing for Competitive Advantage: Becoming A world Class Manufacturer, Ballinger Publishing, 2007



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P19MBA760 - THEORY OF CONSTRAINTS

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand fundamentals of Theory of Constraints.
2. Appreciate the Thinking Process of Theory of Constraints.
3. Apply these concepts in various aspects of business - Operations - Finance and measurements - Supply Chain - Project Management
4. Understand Strategy and Tactics.

Topics

1. Introduction to TOC Course outline and expectations.
2. TOC in Operations
 - Discussion
 - Params& Learning Goldratt Satellite Program on Operations.
 - Theory on TOC in Operations –
 - appreciation of variability and dependency MICCS simulation (advanced operations simulation) and expectations.
3. TOC – Thinking Process
 - Concepts
 - Case study.
4. TOC – Finance
 - Measurements Goldratt Satellite Program on Finance Measurements
 - Quiz
 - Case Study.
5. TOC Insights in Supply chain Beer Game
 - Implication Project: Build Solution for any specific case.
6. TOC – Project Management
 - Coin game Concepts of TOC in Project Management
 - Card Game for release control Applications and solution.
7. Strategy
 - Tactic Goldratt Satellite Program on Strategy
8. Tactic N&S of Strategy

Text book:

1. Eliyayary M Goldratt and John G.Scheir, Handbook of Theory of Constraints, McGraw Hill, 2010.

Reference book:

1. Thomas B. Mcmillan, Theory of Constraints, CRC press, 1998.


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P19MBA761 - MAINTENANCE MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Appreciate different types of maintenance systems.
2. Apply these systems for various types of industries/machines.
3. Manage spares and cost of maintenance.
4. Monitor performance of maintenance work.

Topics

1. Role and scope of maintenance
 - Centralized and decentralized maintenance
 - Organization structures
 - Design of Maintenance organization
2. Different types of Maintenance systems
 - Design and its selection
 - Break down maintenance
 - Routine maintenance -Predictive maintenance
 - Preventive maintenance
 - Corrective maintenance
 - Total Productive Maintenance(TPM)
 - Design maintenance
 - Contract maintenance
3. Spares management
 - Pareto's principles for repetitive breakdown analysis
 - Planning considerations for each type of activities
 - Work measurement in Maintenance
 - Time standards in maintenance work
 - Incentive schemes for employees
4. Man power planning in Maintenance
 - Selection -Training
 - Scheduling maintenance costs
 - Budget preparation and budgetary control of maintenance expenditures.
5. Maintenance effectiveness S
 - Various performance indices and their evaluation
 - Uses and limitations - monitoring of maintenance performance
 - Replacement Techniques
 - Application of Computer in maintenance

Text book:

1. Gopalakrishnan and Sundararajan, Maintenance Management, Prentice Hall of India, New Delhi, 2014

Reference Book:

1. Don Nyman, Maintenance Planning, Coordination and Scheduling, Industrial Press INC, 2nd Edition, 2010.



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P19MBA762 - BUSINESS PROCESS REENGINEERING

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the concepts of business process and how it can be completely improved by reducing cycle time and cost and improving the quality of process and products.
2. Identify key elements behind reengineering and formulate the methodologies to implement process changes.
3. Develop measures and benchmarks for business processes.
4. Learn the success factors of BPR and its implications in implementation.

Topics

1. Introduction
 - Business Process: Definition
 - Dimensions
 - Basic need for Reengineering
 - Benefits of BPR
 - Key targets of BPR
2. BPR Implementation Methodology
 - Reasons for implementation of BPR
 - Necessary attributes of BPR methodologies
 - BPR team characteristics
 - Different phases of BPR
 - Different BPR methodologies
 - Performance measures of BPR
3. Success Factors of BPR
 - Top Management Sponsorship
 - Executive Leadership
 - Strategic Alignment
 - Change Management
 - Critical Success factors of BPR
4. Barriers to Business Process Reengineering Success
 - Barriers to BPR implementation - A framework for Barrier management

Text Book

1. Sethi, Organizational Transformation Through Business Process Reengineering, Pearson, Education 2009.

Reference Books

1. Bhatt, Business Process Reengineering, Himalaya Publishing House ,2010.
2. Dey, Business Processing Re Engineering & Change Management, Biztantra 2009 Srinivasan, Business Process Reengineering, Tata McGraw Hill, 2010



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P19MBA763 - ENTERPRISE RESOURCE PLANNING

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes: The student will be able to

1. Understand the functionality that ERP systems deliver, and to harness this functionality for the benefit of the organization and the managers who are the users of the system.
2. Approaches ERP systems from a process perspective rather than a purely IT perspective.
3. Tailor the ERP systems to the requirements of the process and the organization is a skill which is required in managers today.
4. Learn the tools required for understanding and tailoring ERP systems.

Topics

1. Introduction to ERP systems.
2. Linkage with BPR and business processes
3. Modelling the core business processes with support tools from an ERP software
4. Mapping business processes in an organization and case for process improvement (BPR)
5. Managerial issues in implementing ERP systems in organizations
6. Extending ERP systems to vendors and customers.
7. Managing ERP systems.
8. Managing businesses processes using information from ERP systems.
9. Concepts of integration and tailorability and the ERP systems.

Text books;

1. Alex Leon, Enterprise Resource Planning, Tata Mc Graw Hill.
2. Vinod Kumar, Enterprise Resource Planning, Tata Mc Graw Hill.



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P19MBA764 - TECHNOLOGY MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand technological innovation in managing changes.
2. Demonstrate different approaches in managing innovation.
3. Identify drivers and barriers to technological innovation in an organization.
4. Evaluate various technologies, innovations and appropriate strategies for commercialization.

Topics

1. Introduction
 - Concept and Meaning
 - Evolution of Technology
 - Invention – Innovation - Diffusion
 - Forms of Technology –Process : Product
2. Types and patterns of Innovation
 - Technology driven strategies
 - Convergent and Divergent Cycle
 - Time of entry
 - Organizational direction and balanced approach
3. Technology Assessment
 - Technology Planning Framework
 - Technology choice
 - Technological Leadership and Followership
 - Methods of Assessing Technology changes
 - Sources of Technology Acquisition
 - Methods of Acquisition
 - Technology creation
 - The role of R&D
 - Rate of Diffusion: Innovation Time and Innovation Cost
 - Innovation adoption
 - Geoffrey Moore's crossing the Chasm
4. Technological Forecasting
 - Exploratory: Intuitive, Extrapolation, Growth curves, Technology monitoring
 - Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram
5. Technology Transfer


- Technology Transfer vs. Acquisition
 - Methods and Models of Technology Transfer
 - Transfer processes and price negotiation
6. Organizational Implications of Technology
 - Relationship between Technical Structure and Organizational Infrastructure
 - Flexible Manufacturing Management system (FMMS)
 7. Financial Aspects in Technology Management
 - Improving Traditional Cost Management System
 - Barriers to the Evaluation of New Technology
 8. Social Issues in Technology Management
 - Technological Change and Industrial Relations
 - Technology Assessment and Environmental Impact Analysis
 9. Human Aspects in Technology Management
 - Integration of People and Technology
 - Organizational outcome

Text Book

1. Tarek M Khalil, Ravi Shankar, Management of Technology-The key to competitiveness and wealth creation, McGraw Hill, 2nd Edition, 2012

Reference Books

1. Schilling, Melissa A., Strategic Management of Technological Innovation, McGraw-Hill, 4th Edition, 2012.
2. Hossein Bidgoli, The Handbook of Technology Management, Wiley (3 vol. set), 2010.
3. Tushman, Michael L and Philip Anderson, Managing Strategic Innovation and Change, Oxford University Press, 2nd Edition, 2004.
4. C.S.V.Moorthy, Technology Management, Himalaya Publishing House, 1st Edition, 2012.
5. Peter.F.Drucker, Technology Management and Society, Harvard Business Review Press, 2010.
6. NeelakantamTatikonda, Management of Technology, Excel Books, 2010.
7. Robert Szakonyi, Handbook of Technology Management, Viva Books Pvt. Ltd., 2006.


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P19MBA765 - INFRASTRUCTURE MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Plan for resources to achieve optimal outcomes in competitive scenario
2. Understand the importance of Infrastructure Management
3. Illustrate the power of computing and data security
4. Understand on the needs of sustainable business practices

Topics

1. **Infrastructure** - basic facilities, structures, equipment, technologies and services
2. **Hard infrastructure** - physical things and supporting information technologies that provide basic services
3. **Soft infrastructure** - essential to the economy and quality of life such as government, health, education, financial and legal systems.
4. **Network Services** - Basic communication and network services.
5. **Computing** - operating systems, databases, security tools, computing platforms, communication tools and content management platforms.
6. **Service desk** - service support capabilities.
7. **Service support** - customer service functions
8. **Data backup** - practice of keeping multiple copies of data to protect against damage or loss - Disaster recovery sites and systems.
9. **Energy & Power Management** - Energy infrastructure such as solar panels, backup generators and uninterrupted power supply.
10. **Transport & Warehouse Management**

Text Books

1. Jeffrey K. Pinto, Project Management: Achieving Competitive Advantage, 4th Edition, Pennsylvania State University – Erie, Pearson, 2016.

Reference Books

1. Patrick H. McDonald, Fundamentals of Infrastructure Engineering: Civil Engineering Systems, Second Edition, 2nd Edition, CRC Press.
2. Frederick Gould Nancy Joyce, Construction Project Management, 4th Edition, 2014 |Pearson.


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FAMILY BUSINESS

P19MBA766 - FAMILY BUSINESS MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the importance of family business management.
2. Demonstrate the effective governance of family business.
3. Illustrate a mapping on growth strategy of family business besides assessing importance of long-term succession planning.
4. Observe the best practices and explore the emerging trends in family business management.

Topics

1. Family Business Uniqueness
2. Family Business Dynamics: People, System and Growing Complexity:
3. The Family's Relationship with Business: Developing a Strategic Vision and Building Teamwork:
 - Articulating values and shared vision
 - Family emotional intelligence
 - Use of facilitators and advisors
 - Unifying plans, processes and structures
4. The Next Generation: Human Resource Management
5. Importance of family constitution
6. Professionalizing the boardroom: the role of balanced board of directors:
 - Family business governance
 - Advisory boards
 - Board Composition
 - Effective working boards
7. Cousin Companies: Family Governance in multigenerational family firms:
8. Family Business Cycle and Models.
9. Managing Succession: the leadership challenge
 - Resistance to succession planning
 - Planning early
 - Written plan
 - Retirement plan
 - Selecting the right successor
 - Crafting the next-generation career plan
10. Change and Adaption.

Text Books

1. Kavil Ramachandran, The 10 Commandments for Family Business, SAGE Publications Private Ltd., 2015.

Reference Books

1. ErenestoJ.Poza, Mary S Daugherly, Family business, Cengage Learning, 5th Edition 2017.
2. Peter leach, TatwamasiDixit, Indian Family Business Mantras, Rupa Publishing Private Ltd., 2015.
3. Carlock, R., Ward, J., When Family Businesses are best, The parallel planning process for family harmony and business success, Palgrave Macmillan, 2010.
4. Peterlach, Family enterprises, the essentials, A new edition of the classic guide to running a successful family business, profile books limited, 2016.
5. John I. Ward, Perpetuating the Family Business: 50 Lessons learned from long-lasting successful families in Business, Palgrave Macmillan, 2004.



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P19MBA767 - INTERNATIONAL BUSINESS MANAGEMENT
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the basic concepts of international business management.
2. Evaluate the emergence and functioning of international trade organizations.
3. Identify various roles of International economic organizations in facilitating global business.
4. Evaluate the conflict and ethical issues arising in international business environment.

Topics

1.Introduction

- Relevance of Globalisation
- Why go International?
- Special problems in International Business

2.International Business Environment

- Economic, Cultural, Political and Technological environment
- Trade Theories – Absolute advantage, Comparative advantage, Product Life-Cycle Theory, New Trade Theory and National Competitive Advantage: Porter's Diamond

3.GATT/WTO and Global Liberalisation

- Emergence, role and functions of GATT/WTO
- Features of Uruguay Round
- GATS, TRIMS, TRIPS
- Evaluation of WTO
- WTO and India

4.Regional Economic Integration

- Levels of economic integration
- Trade Blocs
- European Union (EU)- Brexit
- NAFTA
- ASEAN
- BRICS

5.MNC, FDI and Market entry Strategy

- Characteristics of Different Organisational Model
- Role of MNC, merits and demerits

- FDI in the World Economy-Trends, Direction and Source
- Market entry strategy

6.Economic Organisations

- International Monetary Fund
- World Bank
- An Evaluation of IMF-World Bank
- International Financial Corporation
- Asian Development Bank
- EXIM
- ECGC

7.International Business

- Balance of Trade
- Components of Balance of Payment
- Countertrade
- Incoterms
- Special Economic Zones

8.Conflicts in International Business

- Conflict in International Business
- Ethical Issues
- Environmental Issues

Text Book

1. Charles W.I.Hill and Arun Kumar Jain, International Business, McGraw Hill, 10thedition, 2014.

Reference Books

1. Francis Cherunilam,International Business, Prentice Hall of India,5th edition, 2014.
2. Justin Paul, International Business, Prentice Hall of India, 6th Edition, 2013.


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**P19MBA768 - PROFESSIONALISATION OF FAMILY BUSINESS
(3 Credits)**

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Identify the complex nature of family business and find a way to professionalism.
2. Establish the process of professionalisation.
3. Create the structure for ownership and to channelize the flow of wealth.
4. Build a long-term relationship with the diverse peers for enabling the best practices.

Topics

1. Growing Complexity and role of Professionalism in Family Business
2. Ideal types of family business firms
3. Understanding the "Process" of professionalisation:
 - Leaders' clarity of the road ahead
 - Recruiting non-family managers to the executive suite
 - Team's preparedness for change
 - Cognisance of the "Degree of Freedom"
 - Deploying the founding members in strategizing the business rather than in operations
4. Address the complex dynamics of a family business
 - Establish a family office separate from the operating business
 - Managing the expectations for the family's involvement with the business
 - Find better ways to reach common goals and address conflicts
 - Structure ownership and distribution of family wealth
5. Establish a foundation for long-term business success
6. Build-on the business strengths and minimize vulnerabilities
7. Create a strong board of directors
8. Build relationships with a diverse group of peers who can provide wide-ranging insights into the business challenges

Text Books

1. Ward, J.L., Perpetuating the Family Business: 50 Lessons learned from long-lasting successful families in business, Palgrave Macmillan 2004.

Reference Books / Journals

1. <https://home.kpmg/ng/en/home/insights/2017/07/professionalising-the-family-business.html>

2. Stewart, A., &Hitt, M. A. 2012. Why can't a family business be more like a nonfamily business? Modes of professionalization in family firms. Family Business Review, 25(1), 58-86.
3. Corbetta G. &Salvato, C. A. The Board of Directors of Family Firms: One Size Fits All? Family Business Review, vol. 17, no. 2. Pg. 119-134, 2004.



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P19MBA769 - BUSINESS INCUBATION
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Describe where incubation fits in the broader eco-system.
2. Differentiate the main components of business incubation.
3. Learn the process and skills of creation and management of entrepreneurial venture.
4. Explore the avenues for implementing the business plan execution.

Topics


1. Growing Complexity and role of Professionalism in Family Business
2. Ideal types of family business firms
3. Understanding the Main components of business incubation:
 - Ideation
 - Business plan development
 - Comprehensive business assistance
 - Business network
 - Technical support
 - Infrastructure
 - Startup Capitalisation.
 - Customer service
 - Hiring and managing employees
4. Implementation planning
5. Business promotion
6. The art of pitching
7. Business plan presentation

Text Books

1. Mowen A Khalil, Ellen Olafsen, Enabling Innovative Entrepreneurship through Business Incubation, the Innovation for Development Report 2009-2010 pp 69-84.

Reference Books / Journals

1. <https://hbr.org/2013/05/why-the-lean-start-up-changes-everything>
2. John I. Ward, Perpetuating the Family Business: 50 Lessons learned from long-lasting successful families in Business, Palgrave Macmillan, 2004.


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P19MBA752 - ORGANIZATIONAL DEVELOPMENT AND CHANGE
(3 Credits)
20 sessions (90 Minutes / Sessions)

Course Outcomes : The Student will be able to

1. Understand the importance of Organizational Development.
2. Interpret the process of Organizational Development and apply the techniques of analyzing data.
3. Discuss about leading and managing change.
4. Design suitable OD interventions for Change.

Topics

1. Introduction to OD
 - The growth and relevance of OD
 - A short history of OD
 - Entering into an OD Relationship
2. The Nature of Planned Change
 - Theories of planned change
 - Diagnosis
 - Individual level Diagnosis
 - Group level Diagnosis
 - Methods for collecting data
3. Technique of Analyzing Data
 - Action Research
 - Training OD Practitioners in Data Feedback
 - OD intervention
 - Overview of Interventions
4. Leading and Managing Change
 - Overview of Change activities
 - Institutionalizing OD Interventions
5. Human Process Intervention
 - Third party Intervention
 - Team Building
 - Intergroup relations Intervention
 - Techno-structural interventions
 - The socio-technical systems-approach
 - Culture Change
 - Future of OD

Text Book

1. Cummings & Worley, Organization Development & Change, Cengage Learning, 10th Edition, 2014.

Reference Books

1. Gareth R. Jones, Organizational Theory, Design, and Change, Pearson Publications, 7th Edition, 2012.
2. Kavita Singh, Organisation Change and Development, Excel Books, 2nd Edition, 2012.
3. Wendell L. Frency, Cecil Bell, Organizational Development, Prentice Hall, 6th Edition, 1999



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P19MBA753 - CONFLICT AND NEGOTIATION SKILLS

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The students will be able to

1. Understand the nature and types of conflict.
2. Identify the conflict resolving techniques and decision making processes.
3. Formulate individual and group strategies that minimize the destructive consequences of conflict.
4. Examine the solutions satisfactory to organizational members.

Topics

1. Nature and types of conflict
2. Perspectives on Conflict
3. Conflict Goals
4. Styles and Tactics to resolve conflict
5. Conflict Assessment
6. Negotiations Strategy
7. Tactics of Distributive Bargaining
8. Strategy & Tactics of Integrative Bargaining
9. Pre-Negotiation
10. Dealing with Negotiation Breakdowns
11. Communication in Negotiation Simulation
12. Negotiation in Group
13. Power in Negotiation
14. Third Party Intervention
15. Ethics in negotiation

Text Books

1. William W. Wilmot & Joyce L. Hocker, Interpersonal Conflict (Communication), McGraw-Hill, 10th Edition, 2017.

Reference Books

1. Kevin Avruch, Culture & Conflict Resolution (United States Institute of Peace, 1998). M.H. Bazerman,
2. M.H. Bazerman, M. A. Neale, Judgment in Managerial Decision Making, 8th Edition 2014.
3. Susan S. Raines- Conflict Management for Managers: Resolving Workplace, Client, and Policy Disputes (Jossey-Bass Business & Management) 1st Edition 2014.


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P19MBA763 - ENTERPRISE RESOURCE PLANNING

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes: The student will be able to

1. Understand the functionality that ERP systems deliver, and to harness this functionality for the benefit of the organization and the managers who are the users of the system.
2. Approaches ERP systems from a process perspective rather than a purely IT perspective.
3. Tailor the ERP systems to the requirements of the process and the organization is a skill which is required in managers today.
4. Learn the tools required for understanding and tailoring ERP systems.

Topics

1. Introduction to ERP systems.
2. Linkage with BPR and business processes
3. Modelling the core business processes with support tools from an ERP software
4. Mapping business processes in an organization and case for process improvement (BPR)
5. Managerial issues in implementing ERP systems in organizations
6. Extending ERP systems to vendors and customers.
7. Managing ERP systems.
8. Managing businesses processes using information from ERP systems.
9. Concepts of integration and tailorability and the ERP systems.

Text books

1. Alex Leon, Enterprise Resource Planning, Tata Mc Graw Hill.
2. Vinod Kumar, Enterprise Resource Planning, Tata Mc Graw Hill.



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P19MBA764 - TECHNOLOGY MANAGEMENT

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand technological innovation in managing changes.
2. Demonstrate different approaches in managing innovation.
3. Identify drivers and barriers to technological innovation in an organization.
4. Evaluate various technologies, innovations and appropriate strategies for commercialization.

Topics

1. Introduction
 - Concept and Meaning
 - Evolution of Technology
 - Invention – Innovation - Diffusion
 - Forms of Technology –Process : Product
2. Types and patterns of Innovation
 - Technology driven strategies
 - Convergent and Divergent Cycle
 - Time of entry
 - Organizational direction and balanced approach
3. Technology Assessment
 - Technology Planning Framework
 - Technology choice
 - Technological Leadership and Followership
 - Methods of Assessing Technology changes
 - Sources of Technology Acquisition
 - Methods of Acquisition
 - Technology creation
 - The role of R&D
 - Rate of Diffusion: Innovation Time and Innovation Cost
 - Innovation adoption
 - Geoffrey Moore's crossing the Chasm
4. Technological Forecasting
 - Exploratory: Intuitive, Extrapolation, Growth curves, Technology monitoring
 - Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram


5. Technology Transfer
 - Technology Transfer vs. Acquisition
 - Methods and Models of Technology Transfer
 - Transfer processes and price negotiation
6. Organizational Implications of Technology
 - Relationship between Technical Structure and Organizational Infrastructure
 - Flexible Manufacturing Management system (FMMS)
7. Financial Aspects in Technology Management
 - Improving Traditional Cost Management System
 - Barriers to the Evaluation of New Technology
8. Social Issues in Technology Management
 - Technological Change and Industrial Relations
 - Technology Assessment and Environmental Impact Analysis
9. Human Aspects in Technology Management
 - Integration of People and Technology
 - Organizational outcome

Text Book

1. Tarek M Khalil, Ravi Shankar, Management of Technology-The key to competitiveness and wealth creation, McGraw Hill, 2nd Edition, 2012

Reference Books

1. Schilling, Melissa A., Strategic Management of Technological Innovation, McGraw-Hill, 4th Edition, 2012.
2. Hossein Bidgoli, The Handbook of Technology Management, Wiley (3 vol. set), 2010.
3. Tushman, Michael L and Philip Anderson, Managing Strategic Innovation and Change, Oxford University Press, 2nd Edition, 2004.
4. C.S.V.Moorthy, Technology Management, Himalaya Publishing House, 1st Edition, 2012.
5. Peter.F.Drucker, Technology Management and Society, Harvard Business Review Press, 2010.
6. NeelakantamTatikonda, Management of Technology, Excel Books, 2010.
7. Robert Szakonyl, Handbook of Technology Management, Viva Books Pvt. Ltd., 2006.


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Courses of study for MBA VI Trimester under Regulations 2019

Branch: Master of Business Administration

COURSE TITLE				
S.No.	Course Code	THEORY	Session	Credits
1	P19MBA601	CAPSTONE(Project work)	Ten weeks	8
Total				8

Approved by


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Member Secretary, Academic Council
24/4/21
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Chairperson, Academic Council & Principal
24/4/21
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