

आंध्रप्रदेश केंद्रीय विश्वविद्यालय
CENTRAL UNIVERSITY OF ANDHRA PRADESH
Ananthapuramu

Postgraduate Programme Structure
as per the UGC Credit Framework (NEP 2020)



Vidya Dadati Vinayam
(Education Gives Humility)

MBA
Master of Business Administration



Programme Structure
(With effect from AY 2024 - 25)

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CENTRAL UNIVERSITY OF ANDHRA PRADESH

Ananthapuramu

MASTER OF BUSINESS ADMINISTRATION (MBA)

About the Department

The Department of Management at the Central University of Andhra Pradesh for 2024-25 is a pinnacle of management education. Through a meticulously crafted curriculum, students will explore knowledge in diverse courses. Its multidisciplinary approach broadens intellectual horizons and fosters a holistic understanding of contemporary business challenges and opportunities. The programme offered by the department aims to cultivate critical thinking and problem-solving skills among students, recognizing them as indispensable assets in today's dynamic business environment. These practical components deepen students' understanding and foster professional growth, ensuring they are well-equipped to thrive in multiple professional settings. With an unwavering commitment to excellence, the programme endeavours to forge a seamless synergy between theoretical insights and practical applications, thereby nurturing a cadre of astute business leaders equipped to navigate the complexities of the modern corporate landscape.

About the programme:

In today's competitive job market, there is a growing need for individuals with solid business acumen and leadership skills. The programme aims to instill knowledge, skills, and abilities to nurture intellectual curiosity and cultivate a passion for lifelong learning to shape future business leaders, researchers, academicians and conscientious members of society. The department imparts the students with both theoretical knowledge and practical experience essential for success in various organizational roles.

The department adeptly addresses the escalating complexities of contemporary business landscapes, particularly the rising importance of technological advancements. The CUAP has been adaptive by offering specializations in Marketing, Financial Management, Human Resource Management, Business Analytics, Tourism and Travel Management, and Retail and Supply Chain Management. These specialized curricula underscore CUAP's dedication in equipping students with the expertise needed to thrive in modern business management. By

integrating cutting-edge skills and knowledge, CUAP ensures its graduates are well-prepared to meet the evolving challenges of the business world.

Programme Vision

Instill knowledge, skills, and abilities to enrich the qualities of strength, thoughtfulness, and resilience to nurture intellectual curiosity, foster diversity and cultivate a passion for lifelong learning to develop future business leaders and entrepreneurs who can perform globally and can make a valuable difference to the society and the corporate world.

Programme Objectives: The purpose of this programme is to:

1. Cultivate critical thinking and problem-solving skills among students, recognising them as indispensable assets in today's dynamic business environment.
2. Develop a conducive environment for holistic student growth, encompassing intellectual, emotional and professional dimensions.
3. Foster collaboration between academia and industry to address real-world challenges through research and innovation.
4. Establish partnerships with corporate entities to provide students with practical training and global exposure.
5. Foster an entrepreneurial mindset among students, by encouraging innovation and creativity.
6. Build a robust alumni and student mentorship circle and professional exchange networks to foster holistic student wellness, development, integrity, leadership and resilience.

Learning Outcomes:

Upon the completion of this programme, the students should be able to:

- Demonstrate proficiency in critical thinking and problem-solving.
- Exhibit holistic growth in intellectual, emotional and professional dimensions.
- Exhibit professionalism, integrity, and leadership qualities, with the ability to lead teams, manage projects, and inspire others to achieve organisational goals.
- Analyse complex business problems, evaluate alternative solutions, and make informed decisions using critical thinking and problem-solving skills.
- Demonstrate the ability to work effectively in diverse teams, collaborate with colleagues

from different backgrounds, and contribute positively to group projects and discussions.

- Understand the ethical principles and practices in business and demonstrate a commitment to corporate social responsibility and sustainable business practices.
- Possess an entrepreneurial mindset, with the ability to identify opportunities, innovate, and adapt to changes in the business environment.
- Understand international business practices, including the cultural, economic, and political factors that influence global business.
- Recognise the importance of lifelong learning and professional development, with the ability to adapt to new technologies, trends, and challenges in the field of Management.

Pedagogy of the programme: The pedagogy of an MBA programme is designed with the combination of Student-Centric Learning, Group Discussions on current topics, developing Case Studies with local community and business, Guest Lectures by industry experts, Interactive Sessions, Internship and Project Based Learning, Research Orientation, Seminars & Workshops on current topics, Tutorial & Assignments, Class test / Open book test. It aims to equip students with the necessary knowledge, skills, and competencies to excel in diverse roles within the fields of Business Management-Marketing, Human Resources, Finance, Business Analytics, Tourism & Travel Management and Retail & Supply Chain Management. The combination of theoretical learning, practical experiences, and experiential opportunities prepares the students to navigate complex business environments and make meaningful contributions to their organisation and society.

Programme Structure:

- The M.B.A programme is a two-year course divided into four semesters with a total of around 95 credits.
- The programme is designed with the combination of Core Courses, Electives (Discipline Specific Elective and Inter-disciplinary Elective), and MOOCs.
- In Semester III, Students will select 2 specialisations and from the selected specialisation they select 2 courses from each.
- In Semester II and III, 1 Inter-Disciplinary Elective will be selected by the students.
- Students need to complete 1 MOOCs Course in each of the I, II and III Semesters.
- Students will undergo two-month summer Internship after semester II and submit internship report in semester III.
- In Semester IV, Students will undergo for a six-month Project Work.

CENTRAL UNIVERSITY OF ANDHRA PRADESH

MBA (Master of Business Administration) Semester and Course-Wise Credits

Semester	Discipline Specific Core (DSC) (L+T)	Discipline Elective (DSE) / Elective (EL)	Project Work/Dissertation	Common Compulsory Course (CCC)	Inter-Disciplinary Elective	Internship	Lab	Total Credits
I	MBA101 (4) MBA102 (4) MBA103 (4) MBA104 (4) MBA105 (4)		-		MBA111 MOOC/Swayam (3)			23
II	MBA201 (4) MBA202 (4) MBA203 (4) MBA 204 (3)		-	MBA 213 Introduction to AI & Machine Learning(2)	MBA 211 MOOC/Swayam (3)		MBA 204 Lab (1) MBA 213 Introduction to AI and Machine Learning Lab (2)	23
III	MBA 301(4)	DSE 1(4) DSE 2(4) DSE 3(4) DSE 4 (4)		MBA 313 Building Mathematical Ability (4)	MBA 350 MOOC/Swayam (3)	MBA 351 Internship Report (2)		29
IV	MBA 401(4)	-	MBA411 Dissertation (16)					20
Total	43	16	16	6	9	2	3	95
Percentage	45.26	16.84	16.84	6.31	9.47	2.1	3.15	100

Programme Structure with Course Titles

S. No	Course Code	Course Title	Number of Credits	Credit Distribution		
				L	T	P
Semester-I						
1	MBA 101	Management Process and Organisational Behaviour	4	3	1	
2	MBA 102	Statistics for Business Decisions	4	3	1	
3	MBA 103	Economics for Business Decisions	4	3	1	
4	MBA 104	Managerial Accounting	4	4		
5	MBA 105	Entrepreneurship Development	4	3	1	
6	MBA 111 (IDE)	MOOC	3			
Total			23	16	4	
Semester-II						
1	MBA 201	Marketing Management	4	3	1	
2	MBA 202	Managerial Finance	4	3	1	
3	MBA 203	Managing Human Resource	4	3	1	
4	MBA 204	Business Research Methods	4	2	1	1
5	MBA 211	MOOC	3			
6	MBA 213	Introduction to Artificial Intelligence and Machine Learning	4	2		2
Total			23	13	4	3
Semester-III						
1	MBA 301	Strategic Management	4	3	1	
2		Dual Elective I	4			
3		Dual Elective I	4			
4		Dual Elective II	4			
5		Dual Elective II	4			

6	MBA 350	MOOC	3			
7	MBA 313	Building Mathematical Ability & Financial Literacy	4	4		
8	MBA 351	Internship Report	2			
Total			29	7 + Elective Credits	1 + Elective Credits	
Semester-IV						
1	MBA 401	International Business	4	2	1	2
2	MBA 411	Dissertation	16			
Total			20	2	1	2

Note: In Semester III, L-T-P. will be according to the DSE Credits.

Specialisation Based Electives

S.No	Area of Elective	Course Code	Semester-III	Credit Distribution		
				L	T	P
1	Marketing Management	MBA 316	Marketing Analytics	3	1	
		MBA 317	Digital Marketing	2	1	1
		MBA 318	Services Marketing and CRM	2	1	1
		MBA 319	Integrated Marketing Communications	2	1	1
		MBA 320	Consumer Behaviour and Neuro Marketing	2	2	
2	Financial Management	MBA 321	Investment Analysis and Portfolio Management	2	1	1
		MBA 322	Derivatives and Risk Management	2	1	1
		MBA 323	Financial System & Services	2	1	1
		MBA 324	Fintech Services	2	2	
		MBA 325	International Financial Management	3	1	
3	Human Resource	MBA 326	Talent Management and HRM Analytics	2	2	

	Management	MBA 327	Performance Management and Competency Mapping	3	1	
		MBA 328	Labour Laws, Industrial Relations and Audit	2	2	
		MBA 329	Cross Culture and Global Management	2	2	
		MBA 330	International HRM & Cultural Diversity	2	2	
4	Business Analytics	MBA 331	Introduction to Business Analytics & Data Science	2	1	1
		MBA 332	Data Mining Techniques-Predictive Modeling & Pattern Discovery-Using R	2	2	
		MBA 333	Data Visualisation	3	1	
		MBA 334	Big Data Analytics	2	1	1
		MBA 335	Design Thinking	3	1	
5	Tourism & Travel Management	MBA 336	Introduction to Tourism Management	2	1	1
		MBA 337	Travel Agency and Tour Operations Management	2	1	1
		MBA 338	International Tourism and Travel Management	2	2	
		MBA 339	Airfares and Computer Reservation Systems	2	2	
		MBA 340	Management of Tourism and Travel Services	3	1	
6	Retail and Supply Chain Management	MBA 341	Trade Logistics and Supply Chain Management	2	2	
		MBA 342	Global Supply Chain Management and International Logistics	3	1	
		MBA 343	Green Supply Chain Management	2		2
		MBA 344	International Retailing	2		2
		MBA 345	Retail Analytics	3	1	

Semester wise credit distribution

Semester	Credits Allotted	Cumulative Credits
I	23	23
II	23	46
III	29	75
IV	20	95

Important Information to Students:

1. Eligibility: Bachelor's degree in any discipline with not less than 50% marks or equivalent grade in aggregate from a recognized university.
2. The minimum duration for completion of MBA Programme is four semesters (two academic years) and the maximum duration is eight semesters (four academic years) or as per amendments made by the regulatory bodies from time to time.
3. A student should attend at least 75% of the classes, seminars, practical / lab in each course of study.
4. All theory courses in MBA carry Continuous Internal Assessment (CIA) component of 40 marks and Semester-end component of 60 marks. Pass percentage for each component in a course is 40%.
5. In case of courses with lab component Continuous Internal Assessment (CIA) component shall be of 60 marks and Semester-end component for 40 marks. Pass percentage for each component in a course is 40%.
6. The student is given 3 Continuous Internal Assessment (CIA) tests per semester in each course from which the best 2 performances are considered for the purpose of calculating the marks in CIA. A record of the continuous assessment is maintained by the academic unit. The 3 internal tests are conducted for 15 Marks each, out of the best 2 tests scores are considered for 30 marks. Out of the remaining 10 marks, 5 marks are awarded for assignments/class presentations/class participation of the students and the remaining 5 marks are awarded for attendance of the student.

Marks for the Attendance will be considered as follows:

S. No	Attendance (%)	Marks
1	95% or more	5
2	90-94%	4
3	85-89%	3
4	80-84%	2
5	75-79%	1

7. A student should pass separately in both CIA and the ESE, i.e., a student should secure 16 (40% of 40) out of 40 marks for theory and 24 (40% of 60) out of 60 marks for lab components in the CIA. Therefore, a student should secure 24 (40% of 60) out of 60 marks for theory and 16 (40% of 40) out of 40 marks for lab components in the End-semester examination (ESE).
8. Semester-end examination shall consist of Objective Type Questions, Descriptive Type Questions, Short Answer Questions and Case Studies or any other recommended by the BOS.
9. A student failing to secure the minimum pass marks in the CIA is not allowed to take the end semester examination of that course. She/he has to redo the course by attending special classes for that course and get the pass percentage in the internal tests to become eligible to take the end semester examination.
10. Students failing a course due to lack of attendance should redo the course.
11. Re-evaluation is applicable only for theory papers and shall not be entertained for other components such as practical/ thesis/ dissertation/ internship etc.
12. An on- campus elective course is offered only if a minimum of ten or 40% of the students registered, whichever is higher.

SEMESTER-I

MBA 101: MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOUR

Course Code: MBA 101 Core/ Elective: Core No. of Credits: 4	Course Title MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOUR
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Course Objectives:

The purpose of this course is:

- To familiarize the students with basic management concepts and practices in the business organizations.
- To provide knowledge on the functional areas of management with the conceptual framework.
- To understand the significance of the human interactions in shaping the organizational culture and behavior.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Explain the importance & role of management in the business organizations.
- Identifying various leadership styles and their suitability to the situation.
- Apply organizational behavior theories and concepts to individual work experiences.
- Understand the influence of organizational culture on individual and group behavior.
- Analyze management issues as related to organizational behavior.

Course Outline:

Unit I: Introduction to Management: Concept, Definition and Nature of Management
Evolution of Management thought– Purpose, Functions, Principles, and Levels of Management
-Types and Roles of Managers (Mintzberg), and skills for Managers (Katz) -Social and Ethical
Responsibilities of Managers – Recent Trends in Management Practices in the wake of
Globalization.

Unit II: Planning: Nature, Purpose, Process of Planning - Types of Plans – Premising &
Forecasting, Decision Making: Concept, Process, Rationality in Decision; Management by

Objectives – Organizing: Process - Formal and Informal Organizations – Departmentation - Span of Control – Delegation Vs Decentralization – Staffing.

Unit III: Leading and Motivation: Concept of leading, Motivation: Significance, Process - Theories of Maslow, Herzberg, McClelland, Porter, and Lawler - Leadership: Trait Approach, Leadership Styles, Managerial Grid; Likert's Four Systems of Leadership – Effective Communication and its types, Advantages and Limitations– Controlling: Basis-Control Process - Techniques of control.

Unit IV: Organizational Behavior: Fundamental Concepts- Models of OB- Understanding Individual behavior- Perception: Concept– Process- Learning: Concept- Theories of Learning, Personality – Concept, Types – Personality Theories - Attitudes- Johari Window 2X2 matrix, Transactional Analysis.

Unit V: Group Dynamics: Concept, Importance, Types of Groups, Group Formation, Group Development, Group Composition, Group Performance Factors; Organizational Conflict, Resolution of Conflicts; Culture and Determinants of Organizational Culture; Organizational Change, Concept, Need for Change, Resistance to Change; Theories of Planned Change; Organizational Development-Concept of OD, Organizational Diagnosis, OD Interventions.

Suggested Reading:

1. Heinz Weihrich, Harold Kontz, Management: A Global Perspective, 10/e TMH.
2. Stoner, Freeman and Gilbert, Jr. Management, Pearson Education, New Delhi.
3. Clegg, S., Kornberger, M., and Pitsis, T., Managing and organizations: An introduction to theory and practice, Sage, London, 2011.

References:

1. Luthans. F. Organizational Behavior, TMH.
2. Robbins, Management, 7/e, Pearson Education.

MBA 102: STATISTICS FOR BUSINESS DECISIONS

Course Code: MBA 102 Core/ Elective: Core No. of Credits: 4	Course Title STATISTICS FOR BUSINESS DECISIONS
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Course Objectives:

The purpose of this course is:

- To familiarize the students with various statistical data analysis tools that can be used for effective decision making in business.
- To emphasize on the application of the concepts learnt to various managerial situations.

Learning Outcomes:

Upon completion of this course, the students should be able to:

- Understand the basics of statistics and its applications.
- Summarize data sets using Descriptive statistics.
- Analyze the relationship between two variables of various managerial situations.
- Interpret Correlation and Regression.
- Understand applications of Time Series and Index Numbers.
- Analyze managerial decision problems using Probability.

Course Outline:

Unit I: Introduction to Statistics: Statistics - Meaning, Definition, Scope of Statistics: In Industry, Economics, and Management. Meaning of primary and secondary data - Qualitative and Quantitative data - Discrete and Continuous variables- Frequency and Frequency Distribution.

Sampling Techniques: Need and meaning, Definitions of Population, Sample, Sampling, Advantages of Sampling over Census method, Methods of Sampling- Random & Non-Random sampling. Measures of Central Tendency: Concept of Central Tendency- Requirements of good statistical average- Arithmetic Mean, Geometric Mean, Harmonic Mean – Weighted Average. Positional Averages: Median and Mode, Partition values (Quartiles and Deciles, Percentile), Empirical relation between Mean, Median and Mode- Merits and Demerits of Mean, Median and Mode. Exercises on Analysis and Interpretation of Measures of Central Tendency.

Unit II: Measures of Dispersion: Concept of Dispersion, Requirements of good measures of dispersion. - Absolute and Relative measures of dispersion. Range, Quartile Deviation (Q.D.) Mean Deviation (M.D.) Standard Deviation (S.D.) and Variance: Combined S.D. for two groups, Coefficient of Variation (C.V.): Definition and Its Uses -Merits and Demerits of Q.D., M.D. and S.D – Measures of Skewness – Karl Pearson and Bowley’s coefficients of Skewness. Exercises on Analysis and Interpretation of Dispersion Measures.

Unit III: Analysis of Bi-variate data: Correlation-Concept and Types of correlation-Methods of studying correlation, Scatter Diagram, Karl Pearson’s correlation coefficient, Spearman ‘s rank correlation coefficient, Coefficient of Determination. Regression: Concept of regression, Lines of regression, Regression Coefficients, Relation between correlation coefficient and regression coefficients. Exercises on Analysis and Interpretation of Correlation and Regression.

Unit IV: Analysis of Time Series: Definition and Uses of Time Series, Components of time series, Methods of determination of Trend and Seasonal Variations. Index Numbers: Need and meaning of Index Numbers, Price, Quantity and Value based index numbers, - Simple and Weighted index numbers, Fisher’s Ideal index numbers. Tests Of adequacy of index numbers. Exercises on Index Numbers.

Unit V: Probability and Baye’s theorem: Probability Concepts: Experiment, Event, Mutually Exclusive, Collectively Exhaustive and Equally likely- Sample Space, Simple & Compound Events, Approaches to Probability Classical definition of Probability- Empirical approach, Subjective approach and Axiomatic Approach – Counting Rules: Permutations and combinations. Theorems of Probability – Addition, Multiplication, Conditional, Joint and Marginal Probability and Baye’s Theorems of Probability. Exercises on probability.

Suggested Reading:

1. Gupta, S.C. Fundamentals of Statistics. Himalaya Publishing House.
2. Gupta S.P. and Archana Gupta. Elementary Statistics. Sultan Chand and Sons, New Delhi.
3. Mizrahi and John Sullivan. Mathematics for Business and Social Sciences. Wiley and Sons.
4. Richard Levin and David S. Rubin. Statistics for Management, Prentice Hall of India, New Delhi.
5. Sharma, J. K. Business Statistics. Pearson Education.

References:

1. Spiegel, M.R. Theory and Problems of Statistics.
2. Thukral, J. K. Mathematics for Business Studies. Mayur Publications.
3. Vohra, N. D. Business Mathematics and Statistics, McGraw Hill Education (India) Pvt Ltd.
4. Schaum's Outlines Series. McGraw Hill Publishing Co.

MBA 103: ECONOMICS FOR BUSINESS DECISIONS

Course Code: MBA 103 Core/ Elective: Core No. of Credits: 4	Course Title ECONOMICS FOR BUSINESS DECISIONS
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Course Objectives:

The purpose of this course is:

- To familiarize the students on economic concepts and theories and its application in managerial decision-making.
- To analyze economic problems of business and suggest suitable solutions to help the managers for better decision-making.

Learning Outcomes:

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

- Develop an understanding of the applications of managerial economics.
- Develop an understanding of theories and principles in micro-economics including price theory, firm theory, and market structure.
- Describe how changes in demand and supply affect markets.
- Distinguish between the different market structures and pricing practices available and used by the firms.
- Explain relationships between production and costs.
- Apply the knowledge of the mechanics of supply and demand to explain working of Markets.

Course Outline:

Unit I: Business Economics: Definition, Nature, Scope – Functions and Responsibilities of a Business Economist – Law of Demand and its exceptions – Elasticity of Demand – Market Demand Equation – Types of Elasticity of Demand and their Managerial Uses in Business – Demand Forecasting – Methods of Forecasting for Existing and New Product.

Unit II: Production Analysis & Firm Theory: Economic Theory of Firm – Theories of firm- Baumol's Model and Agency Theory – Production Function – Law of Variable Proportions & ISO-Quants & ISO Costs – Least Cost Factor Combination – Returns to Scale – Economies and Diseconomies of Scale.

Unit III: Cost, Profit & Market Structures: Cost Concepts – Short-run and Long-run Cost Curves – Determinants of Short- Term & Long-Term Profits, Measurement of Profit – Profit Maximization vs. Wealth Maximization– Demand and Supply: Market Equilibrium – Market Structures – Concept of Price – Pricing and Output Determination under Perfect Competition, Monopolistic Competition and Monopoly.

Unit IV: Indian Economic Environment: Overview of Indian Economy- Recent changes in Indian Economy-Macro Economic Aggregates and Concepts-National Income-GDP, GNP, NNP, WPI, CPI-Types of Inflation: Demand Pull and Cost Push Inflation, Philips Curve, Stagflation- Measurement of Inflation- Economics of Risk & Finance-Monetary Policy and Fiscal Policy.

Unit V: Trade Cycles: Phases, Theories, and Corrective Measures – Behavioral and Technical Function: Aggregative Demand and Supply, Consumption Function, and Investment Function – Keynesian Theory (overview).

Suggested Reading:

1. Joel Dean, Managerial Economics, Prentice Hall.
2. Mote & Paul, Managerial Economics, Tata McGraw Hill.
3. Gupta, Managerial Economics, Tata McGraw Hill.
4. Gupta, Macro Economics, Theory & Applications, Tata McGraw Hill.

References:

1. Mehta P. L, Managerial Economics – Text and Cases, S.Chand & Co.
2. Peterson & Lewin, Managerial Economics, Prentice Hall of India.
3. Person H. Craig, Lewis W. Ch and Jain Sudhir K, Managerial Economics, Pearson Education.

MBA 104: MANAGERIAL ACCOUNTING

Course Code: MBA 104 Core/ Elective: Core No. of Credits: 4	Course Title MANAGERIAL ACCOUNTING
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Course Objectives:

The purpose of this course is:

- To familiarize and acquaint the students with financial accounting standards and practices.
- To learn the concepts of financial accounting & financial reporting.
- To acquire knowledge on preparation of financial statements.

Learning Outcomes:

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

- Demonstrate various concepts and steps that organizations follow in Financial Accounting.
- Understand the financial statement analysis and its tools and techniques to analyse and interpret the key parameters of financial performance.
- Discover how balance sheets, income statements, and cash flow statements are developed and how each one is interpreted.
- Evaluate the financial health of a business using financial statements.
- Prepare and evaluate financial forecasts to make strategic decisions.

Course Outline:

Unit I: Introduction to Financial Accounting: Concepts and Postulates of Accounting - Accounting as a Language - Accounting as an Information System - Users of Accounting Information - Role of Accounting in Economic Development – Using Financial Information for Decision Making - Cost Accounting – Management accounting.

Unit II: Accounting System and Process: Accounting Equation, Transactions and their Effects on Accounting and Equation, Classification of Accounts: Owner's Equity, Revenues, and Expenses - Accounting Process: The Journal and its Sub-division, The Ledger, The Trial Balance, The Financial Statements, Computerized Accounting, Introduction to Tally Package, Rectification of Errors (Theory and Problems).

Unit III: Financial Statement Analysis: Preparation of Financial statements: Income statement

and Balance sheet - The Tools of Analysis: Horizontal Analysis, Vertical Analysis, Trend Analysis, Ratio Analysis, Funds Flow and Cash Flow Analysis (Theory and Problems).

Unit IV: Cash Flow Statement Cash Flow Statement – Advantages and Utility of Cash flow statement – Preparation of Cash flow statement (Including Numerical problems) - Tax planning – Tax Avoidance – Tax evasion; Cost concepts – Classification of Costs- – preparation of cost sheet (no numerical)

Unit V: CVP analysis – Break-even Point, concept of contribution and P/V Ratio, Margin of Safety (Including Numerical problems) - Managerial uses of Break-even concept – product mix, make or buy decision, capacity utilization, plant shut down decision, Standard Costing – Variance Analysis – Material Variances – Labour Variances (Simple Problems Related to Material and Labour Variances Only)

Suggested Reading:

1. G. Prasad & V. Chandra Sekhar Rao, Accounting for Managers, Edition 12th, (2010), Narayana offset printers, Jai Bharat Publications, Guntur.
2. Meigs & Meigs, Accounting the Basis for Business Decisions, 9th Edition (1993), Tata McGraw Hill, New Delhi.
3. Shashi K. Gupta, R.K. Sharma, Accounting for Managerial Decisions, 2nd Edition (2004), Kalyani publishers, New Delhi.

References:

1. K. Rajeshwari Rao & G. Prasad, Accounting & Finance, 12th Edition, (2010), Jai Bharat Publishers, Guntur.
2. Jain, S. P., and Narang, K., Financial Accounting. 5th Edition, (2005) Kalyani Publishers, Ludhiana

MBA 105: ENTREPRENEURSHIP DEVELOPMENT

Course Code: MBA 105 Core/ Elective: Core No. of Credits: 4	Course Title ENTREPRENEURSHIP DEVELOPMENT
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Course Objectives:

The purpose of this course is:

- To expose the students to the concepts of entrepreneurship development and small business management.
- To enhance skills to establish a new enterprise and to effectively manage the same.

Learning Outcomes:

Upon the completion of this course the students will be able to:

- Recognize and understand the concept of entrepreneurship, types, and characteristics of small businesses.
- Recognize and recall the theories of entrepreneurship and analyse how entrepreneurs acquire resources and persuade others to invest in their novel venture.
- Identify the various environmental factors, external to the individual, which can influence the extent of entrepreneurship in society.
- Outline how entrepreneurship connects to innovation in small firms and new ventures.

Course Outline:

Unit I: Introduction: Fundamentals of Entrepreneurship – Evolution of the Concept–Basic Models and Theories of Entrepreneurship – Psychological Theories of Entrepreneurship – Social, Cultural and Political Dimensions of Entrepreneurship – Functions of an Entrepreneur –Types of Entrepreneurs – Different Forms of Enterprises – Entrepreneurial Culture – Stages in Entrepreneurial Process – Intrapreneurship – Entrepreneurship as a Style of Management – Entrepreneurial Challenges.

Unit II: Innovation and Entrepreneurship: Cognitive Approaches to Opportunity Recognition, Evaluating, and Moving Innovative Ideas – Entrepreneurship and Creativity – Financing Entrepreneurial Innovation – Protection of Entrepreneurial Rents – Business Innovation – Business Model Change – Creating New Marketing Space – Discovering New Points of Differentiation.

Unit III: Small Firms & New Ventures: Dynamics of Small Business Environment – Entrepreneurial Venture and the Entrepreneurial Organization –Types and Characteristics of Small Firms and Ventures – Resource Acquisition for Small Firms and New Ventures –Angel Funding and Venture Capitalists – Causes for Small Business Failure – Success Factors for Small Business – Management of Small Business – Entrepreneur in the Corporate Environment–Need for and Possible Barriers to Corporate Entrepreneurship – Legal Structures and Regulatory Framework of Entrepreneurship.

Unit IV: Entrepreneurial Decision Making: Characteristics of Entrepreneurial Leadership – Different Categories of Decisions Taken by an Entrepreneur along the Entrepreneurial process – Differences between the Logic of Causation and the Logic of Effectuation in Explaining Venture Creation – Role of Affect in Entrepreneurial Decision Making – Risk taking in

Entrepreneurship.

Unit V: Entrepreneurial Life Cycle: Life Cycle of Entrepreneurial Venture – Role of Entrepreneur during various Transition Stages – Requirements for Successful Patent Grants – Protection of intellectual property – Approaches on Entrepreneurial Research – Emerging trends in Entrepreneurship: Technopreneurship, Webpreneur's, Agripreneurs and Women entrepreneurship.

Suggested Reading:

1. Ram Chandran, "Entrepreneurial Development", Tata McGraw Hill, New Delhi.
2. Desai, Vasant, Project Management and Entrepreneurship", Himalayan Publishing House, Mumbai, 2002.

Reference:

1. Gupta and Srinivasan, "Entrepreneurial Development", S Chand & Sons, New Delhi.

SEMESTER-II

MBA 201: MARKETING MANAGEMENT

Course Code: MBA 201 Core/ Elective: Core No. of Credits: 4	Course Title MARKETING MANAGEMENT
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Course Objectives:

The purpose of this course is:

- To provide an understanding of the concepts, strategies and issues involved in marketing of products.
- To familiarize the concepts, strategies, and issues of marketing of services.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Understand the concepts of marketing and the changing context of marketing environment.
- Explain consumer behavior in implementing the marketing strategies.
- Describe conceptual understanding of product management and issues relating with

marketing of services.

- Demonstrate different price strategies and the dynamics of channel management.
- Analyze different elements of promotion mix and the importance of integrated marketing communications.

Course Outline:

Unit I: Introduction: Meaning and definition of marketing – Differences between selling and marketing -scope of marketing-core marketing concepts-evaluation of marketing concepts - building customer satisfaction, value, and retention-Direct marketing vs. on-line marketing-marketing in the new millennium- Micro environment – Macro Environment.

Unit II: Consumer Behavior- Consumer vs. business buying behavior; Consumer buying decision process and influences; Industrial buying process. Market Segmentation, Targeting and Positioning: Bases and procedure for segmenting a consumer market; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases, and process.

Unit III: Product and Price Management: Concept of Product - Classification of Products - Product Levels Classification – Product Mix - Product Mix Decisions - New Product – New Product Development Stages - Product Life Cycle Stages & Implications - Branding - Packaging & Labelling. Role of price in marketing mix - Pricing concept – Pricing – Methods and Strategies.

Unit IV: Channel & Promotion Management: Channels: Nature of marketing channels - Types – Channel Structure and Participants – Supply Chain Management. Promotion Management: Role of promotion in marketing - Promotion mix - A view of the Communication Process - Advertising- Need - Objectives - Types of advertising – Major decisions in advertising - Objectives - Budget - Strategy - Evaluation - Advertising and Social Marketing - Sales Promotion - Personal Selling - Publicity - Public Relations- Concept of Integrated Marketing Communication.

Unit V: Emerging Trends in Marketing-Social, Ethical, and Legal aspects of marketing; Green Marketing- e-marketing- m-marketing- cyber marketing - Marketing Information System-Marketing of services; Relationship marketing, Integrated Marketing Communication.

Suggested Reading:

1. Kotler Philip and Kevin Keller Marketing Management, 13th ed., Pearson Prentice – 2008.

2. Kotler, Philip, and Gary Armstrong, Principles of Marketing, 12th ed., Pearson Prentice-Hall 2008.
3. Etzel, Michael J., Bruce J. Walker and William J. Stanton, Fundamentals of Marketing, 11th ed., McGraw Hill, 2008.
4. McCarthy, E. Jerome, Joseph P. Cannon and William D. Perrault, Jr., Basic Marketing: A Managerial Approach, 9th ed., McGraw Hills, 2008.
5. Keller, Philip, Keller Kevin Lane, Koshy Abraham, Jha Mithileshwar, Marketing Management: A South Asian Perspective, 13th Edition, 2008.
6. Kotler, Philip: Marketing Management-Analysis, Planning Implementation and Control, Prentice Hall, New Delhi.

References:

1. Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
2. Me Carthy, E. Jenome and William D., Perreault Jr: Basic Marketing: Managerial Approach, Richard D. Irwin, Homewood, Illinois.
3. Ramaswamy. S and Namakumari.S: Marketing Management, MacMillan India, New Delhi.
4. Srinivasan, R: Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.
5. Stanton, William J., and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co., New York.

MBA 202: MANAGERIAL FINANCE

Course Code: MBA 202 Core/ Elective: Core No. of Credits: 4	Course Title MANAGERIAL FINANCE
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Course Objectives:

The purpose of this course is:

- To familiarize the students with various advanced concepts in Financial Management.
- To expose students to various theories in Investment and dividend decisions.
- To enable students to understand risk, its measurement, and its management.
- To understand the advanced tools and techniques used in evaluating projects for financial decisions.
- To know the financial management concepts to attain a greater anatomy on effective financial decision making in business.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Understand and apply advanced tools and techniques in evaluating projects.
- Grasp different theories of financial management and see their relevance in present context.
- Make sensible and effective financial decisions.

Course Outline:

Unit I: Introduction to Finance: Concept, Meaning, Principles & Types of Finance, Functions of Finance, Financing Decisions, Factors influencing Financial Decisions, Objectives of Corporate Financial Decisions. Introduction to Financial Management, Meaning & Definition, Evolution, Scope, Methods, Importance, Functional areas of Modern Financial Management, Financial Management Process, Organization of Finance Functions. Capital Structure Planning and Policy; Introduction to Capital Structure Theories: Net Income Approach, Net Operating Income Approach, The Traditional approach, Modigliani & Miller Approach - Concept & Problems. Optimal Capital Structure: Meaning & Concept, Trade-Off-Theory v/s Pecking Order Theory, EBIT - EPS Approach - Concept & Problems.

Unit II: Investment Decisions: Introduction to Investment Decisions: Meaning, Need and Factors, Efficient Investment Analysis. Introduction to Capital Budgeting Decisions - Meaning, Features, Process and Factors, Capital Budgeting Techniques: Traditional and Modern Techniques, Varying Opportunity Cost of Capital, NPV v/s IRR, Incremental IRR, Modified Internal Rate of Return (MIRR) - Concept, Evaluation Criteria & Problems, Fisher's Rate and Aggregate Capital Needs in Investment Decisions, Project Selection under Capital Rationing: Meaning, Types, Pros & Cons, Problems on Divisible & Indivisible Projects, Multi-Period Capital Rationing, Capital Budgeting under Inflationary Conditions.

Unit III: Risk Analysis in Capital Budget: Risk Analysis in Capital Budgeting - Meaning, Analysis of Risk and Uncertainty, Sources and Perspectives of Risk, Measurement of Risk, Nature of Risk in Capital Budgeting Decisions, Techniques for Risk Analysis: Risk Adjusted Discount Rate, Certainty Equivalent Method, Probability Method, Sensitivity Analysis, Scenario Analysis, Simulation Analysis, Hiller Model, Break-Even Analysis, Corporate Risk Analysis, Decision Tree Analysis - Sequential Investment Decisions, Market Risk Analysis - Concept & Problems, Backward Induction Method, Utility Theory and Capital Budgeting.

Unit IV: Corporate Restructuring: Introduction to Corporate Restructuring: Mergers, Acquisitions, Takeovers, Spinoff, Synergies, Strategic Alliance, Joint Venture, Leveraged Buyouts, Management Buyouts (MBO) & Buy-in (MBI), Franchising, Intellectual Property

Rights (IPRs), Sell-off, Demerger, Disinvestment v/s Divestment, Slump Sale, Reverse Merger, Equity Carveout - Concept & Types. Valuation under M&A: Discounted Cash Flow Method (DCF), Price-Earnings Ratio (P/E Ratio), EPS Approach, Enterprise-Value-to-Sales Ratio (EV/Sales), Replacement Cost Method - Concept & Problems.

Unit V: Dividend & Working Capital Decisions: Introduction to Dividend Decisions, Meaning & Definition, Forms of Dividend, Types of Dividend Policy, Significance of Dividend, Impact of Dividend Policy on Company, Factors affecting Dividend Policy, Dividend Decision Theories - Walter's Model, Gordon's Model, MM Theory - Concept, Assumptions, Formula, Criticisms & Problems. Introduction to Working Capital, Meaning & Definition, Types of Working Capital, Significance of Adequate Working Capital - Evils of Excess or Inadequate Working Capital - Determinants of Working Capital - Sources of Working Capital, Techniques for managing Working Capital - Concept & Problems.

Suggested Reading:

1. Schall & Haley, Financial Management, McGraw Hill, New York.
2. Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw Hill.
3. I.M. Pandey, Financial Management, Vikas Publishing House.
4. Khan & Jain, Financial Management, Tata McGraw Hill.
5. Bhabatosh Benerjee, Financial Policy and Management Accounting, EEE edition.
6. G. Sudarsana Reddy, Financial Management, HPH.
7. Sudhindra Bhat, Financial Management: Principles and Practice, Excel Books India.

References:

1. Patel Bhavesh, Fundamentals of Financial Management, Vikas Publications.
2. Sharan, Fundamentals of Financial Management, Pearson Education India.
3. Shri. Narendra Singh, Advanced Financial Management, HPH.
4. Dr. B. G. Sathya Prasad & M. N. Arora, Management Accounting and Financial Management, HPH.

MBA 203: MANAGING HUMAN RESOURCE

Course Code: MBA 203 Core/ Elective: Core No. of Credits: 4	Course Title MANAGING HUMAN RESOURCE
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Course Objective:

The purpose of this course is:

- To familiarize with the main aspects of Human Resource Management at the organization level.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Understand the basic concepts of Human Resource management.
- Analyse the human resource planning, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.
- Develop, implement, and evaluate employee orientation, training, and development programs.
- Evaluate the process of the design and evaluation of the performance management program.
- Explain the concepts like compensation, employee welfare, and industrial relation issues

Course Outline:

Unit I: Human Resource Management: Nature and significance, functions of HRM, Qualities and Role of HR Manager, HRM Model, HRM in a changing Environment.

Unit II: Human Resource Planning: Objectives, process, factors affecting HR Planning, Acquiring Human Resources, Development of Human Resources, Requisites for successful HR Planning, Recruitment – Factors influencing, Sources of Recruitment–E- Recruitment-Selection Process – Placement, Induction, and Socialization –Promotion and Transfers.

Unit III: Employee Training: Significance – Identification of Training Needs – Employee Training Methods – Executive Development Methods – Evaluation of Training- Motivation- Communication-Leadership and Development Programs – Methods of Evaluation -Limitations to its effectiveness

Unit IV: Performance Appraisal: Scope & Significance – Methods of Appraisal – Limitations of Appraisal - Career Planning and Development – Ethics-Counselling- Mentoring-Coaching. The Future –The Challenges

Unit V: Wage and Salary Administration: Wage Structure and Policy – Wage Differentials – Wage Payment Methods – Incentives – Fringe Benefits –Industrial Relations: Causes of Disputes and Settlement - Role of State in Industrial Relations - Collective Bargaining - Employee Participation in Management - Quality of Work Life.

Suggested Reading:

1. Aswathappa. Human Resource Management 6th Edition (2010). Tata McGraw Hill, New Delhi.
2. Biswanath Ghosh. Human Resource Development and Management, (2005) Jain Book Depot, New Delhi
3. C. B. Mamoria. Personnel management 21st Edition (2012). Himalaya Publishing House, New Delhi.
4. Edwin Flippo. Personnel management 5th Edition (1994). Tata McGraw Hill, New Delhi.

References:

1. Rajashree Shinde, A. Abhilasha, A. Ramkumar Human Resource Management 1st Edition (2017). Himalaya Publishing House, New Delhi.
2. Sahni Personnel Management 5th Edition (2005). Kalyani Publisher, New Delhi.
3. Subba Rao. Human Resources management 12th Edition (2011). Himalaya Publishing House new Delhi.
4. V.S.P. Rao, Human Resources Management, 3rd Edition (2010). Excel Books, New Delhi. 11th Edition (2012) Tata McGraw Hill.

MBA 204: BUSINESS RESEARCH METHODS

Course Code: MBA 204 Core/ Elective: Core No. of Credits: 4	Course Title BUSINESS RESEARCH METHODS
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Course Objectives:

The purpose of this course is:

- To provide knowledge on concepts, tools and techniques of the methodology of business research.
- To give an opportunity to do a research / consultancy project in future.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Understand and comprehend the basics in research methodology and applying them in research/ project work.
- Help them to select an appropriate research design.

- Take up and implement a research project/study.
- Enable students to collect the data, edit it properly and analyze it accordingly.
- Develop skills in qualitative and quantitative data analysis and presentation.
- Demonstrate the ability to choose methods appropriate to research objectives.

Course Outline:

Unit I: Introduction to Research: Meaning, Characteristics, Objectives, Motivation in Research, Types, Methods, Significance, Process, Approaches, Criteria of Good Research. Concept of Theory, Empiricism, Deductive and Inductive Theory. Introduction to Ethics in Research, Plagiarism, Limitations and Ethical Issues in Research, Software for Detection of Plagiarism, Plagiarism level in National and International Publications, Problems encountered by researchers in India.

Unit II: Research Topic & Research Design: Selecting a Topic for Research, Types of Research Problems in Social Science, Components & Sources of Research Problem, Techniques involved in Defining Problem, Definition of Problem and Evaluating Problem, Review of Literature: Need, Purpose & Note Taking, Research Gap Identification. Introduction to Research Design: Meaning, Need & Importance, Types & Uses of Research Design, Features of Good Research Design, Types of Research Design - Concept, Pros & Cons. Qualitative, Quantitative and Mixed Research Designs, Steps in Sample Design, Complex Random Sample Designs, Variables in Research: Introduction, Meaning, Types.

Unit III: Scales of Measurement & Data Processing: Scales of Measurement: Types of Data Measurement Scale, Techniques of Data Scaling, Goodness of Measurement Scales, Deciding the Scale, Validating the Scale. Data Processing: Processing and Distribution - Field Work Validation - Tabulation - Editing - Coding - Classification and Tabulation of Data - Presentation - Graphical Representation. Reliability and Validity: Meaning, Types and Need. Sources of Data: Primary and Secondary Sources - Qualitative and Quantitative Methods of Data Collection, Constructing Questionnaire, Standardized Questionnaire, Questionnaire v/s Schedules.

Unit IV: Sampling & Hypothesis: Introduction to Sampling: Concepts of Population, Sample, Sampling Frame, Sampling Error, Sample Size, Characteristics of a good sample, Types of Sampling - Probability and Non-Probability, Determining Size of the Sample, Sample v/s Census, Introduction to Hypothesis: Meaning, Concepts & Types. Type I and Type II Errors, Level of Significance, Testing of Hypotheses: Concepts, Steps in Testing of Hypothesis, P - Value Approach.

Unit V: Statistical Tests & Software's: Univariate and Multivariate Data Analysis, Factor Analysis, Cluster Analysis and Content Analysis, Descriptive vs Inferential Analysis -

Descriptive Analysis of Univariate Data and Bivariate Data, T-Test, Z-Test, F-Test, Chi-Square, ANOVA - Concept & Problems. Importance of Report Writing - Types of Reports, Footnotes and Bibliography, Reference Management Software like Zotero/ Mendeley, Software packages like SPSS, AMOS, JAMOV, JASP, TABLEAU, GRATL, etc.

Note:

- In the place of Internal Assessment, Practical Examination will be conducted through Statistical Software Packages (SPSS, AMOS) for Research.
- Practical Examination will be conducted by the BOE.

Suggested Reading:

1. Moses, C.A. Survey Methods in Social Investigation.
2. Goode & Hatt, Methods in Social Investigation.
3. William Emory, Business Research Methods.
4. Vernon Colver & H.L. Balsleg, Business Research Methods.
5. Kothari. C.R, Methodology of Research, Vikas Publishing House.
6. K.R. Sharma, Research Methodology, National Publishers, Jaipur.

References:

1. Wilkinson & Bhandarkar, Methodology and Techniques of Social Research.
2. Cooper D.R and P.S. Schindler, Business Research Methods, Tata McGraw Hill.
3. J.K Sachdeva, Business Research Methodology.
4. William Emory, Business Research Methods.
5. Dave Chaffey, "E-Business and E-Commerce Management", Third Edition, 2009, Pearson Education.

MBA 213: INTRODUCTION TO ARTIFICIAL INTELLIGENCE & MACHINE LEARNING

Course Code: MBA 213 Core/ Elective: CCC-I No. of Credits: 4	Course Title INTRODUCTION TO ARTIFICIAL INTELLIGENCE & MACHINE LEARNING
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Course Objectives:

The purpose of this course is:

- To introduce the main concepts and uses of AI & ML.
- To understand the fundamental concepts and terminology of Artificial Intelligence

Learning Outcomes:

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

- Apply search strategies effectively, distinguishing between uninformed and informed methods to solve AI problems.
- Write Python programs by understanding syntax, and applying programming constructs.

Course Outline:

Unit I

Introduction to Artificial Intelligence:

- Definition & Basic Concepts of AI
- Applications & Future of Artificial Intelligence
- Characteristic of Intelligent Agents – Typical Intelligent Agents
- Problem Solving Approach to Typical AI Problems.
- Problem solving by Searching: Uninformed and Informed Strategies and Implementation
- Constraint Satisfaction Problems (CSP).

Unit II

Knowledge Representation:

- Logical Agents
- Propositional and First Order Predicate Logic
- Inference
- Knowledge Representation
- Uncertain Knowledge and Reasoning

Unit III

Machine learning & AI Applications:

- Machine Learning Basics
- Learning From Examples
- Forms of Learning (Supervised, Unsupervised, Reinforcement Learning)
- Simple Models (Linear & Logistic Regression)
- Deep Learning AI Applications
- Natural Language Processing Models
- Machine Translation- Speech Recognition- Computer Vision - Image Classification.

Unit IV

Python Programming:

- Features
- Installing Python, Running Python Program
- Debugging

Variables and Expressions:

- Values and Types of Variables
- Keywords and Type Conversion
- Types of Operators and Operands

Conditional Statements & Looping Control statements

Unit V

Functions:

- Function Calls-Type Conversion Functions- Math Functions
- Adding New Functions-Parameters and Arguments-Variables and Parameters.
- Strings & Methods - String Operations
- Lists -Built-in List Functions and Methods.

Suggested Reading:

- S. Russell and P. Norvig, “*Artificial Intelligence: A Modern Approach*”, Prentice Hall, 4th Edition 2022.
- M. Tim Jones, “*Artificial Intelligence: A Systems Approach (Computer Science)*”, Jones and Bartlett Publishers, Inc.; 1st Edition, 2008.
- Burkahard A Meier, “*Python GUI programming Cookbook*”, Packt Publication, 2nd Edition.

References:

- Lavika Goel, “*Artificial Intelligence: Concept and Applications*”, Willy ,2021
- Nils J. Nilsson, “*The Quest for Artificial Intelligence*”, Cambridge University Press, 2009.
- Barry, P, “*Head first Python: A brain-friendly guide*” O’Reilly Media, 2016.
- Lutz, M., “*Learning python: Powerful object-oriented programming*”, O’Reilly Media, 2013

SEMESTER-III

MBA 301: STRATEGIC MANAGEMENT

Course Code: MBA 301 Core/ Elective: Core No. of Credits: 4	Course Title STRATEGIC MANAGEMENT
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Course Objectives:

The purpose of this course is:

- To provide an understanding of how strategic decisions are to be taken and implemented in the changing environment scenario.
- To understand the different stages of strategic management process.
- To enable the students to learn various strategies that can be applied in the decision making so as to enhance organizational effectiveness, productivity and profitability.

Learning Outcomes:

Upon the completion of this course, the students will be able to learn

- The process of strategic management.
- The different types of strategies used in the process of development and revival of businesses.
- The implementation issues faced by managers and top management in the process of strategy implementation

Unit I: Evolution of Strategic Management: Concept, Definition, Need and Scope, Objectives, and Importance of Strategic Management – Types of Strategies – Guidelines for Crafting Strategies – Basic Model of Strategic Management – Strategic Decision Making – Stages of Strategic Management: Strategy Formulation, Strategy Execution and strategy Evaluation and Control – Tailoring Strategies to Fit Specific Industry and Company Situations.

Unit II Strategic Analysis and Choice: Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile – Strategic Advantage Profile – Value-Chain Approach – Corporate Level Analysis: BCG, GE Nine-cell Matrix, Bodnet Market Evolution Matrix ,Hofer's Product Market Evolution and Shell Directional Policy Matrix – Industry Level Analysis: Porters' Forces Model – Qualitative Factors in Strategic Choice – Distinctive Competitiveness – Concept of Strategic Business Units (SBUs).

Unit III Resource Allocation (Technological and Demand Forecasting): Budgets, Organization Structure, Matching Structure and Strategy, and Behavioral issues – Leadership Style – Corporate culture – Values – Power – Social Responsibilities – Ethics – Building a Capable organization, and Functional Issues – Functional Plans and Policies – Corporate level (or Grand) Strategies: Stability, Expansion, Divestment and Coordination Strategies.

Unit IV Expansion and Growth Strategies: Types of Expansion Strategies – Intensification Strategies: Market Penetration, Market Development and Product Development – Diversification Strategies: Vertically Integrated, Concentric and Conglomerate Diversification Strategies, and their Importance Growth Strategies: Mergers, Acquisitions, Takeover, Joint Ventures, Strategic Alliances, and Collaborative Partnerships – Turnaround Management Strategies.

Unit V: Strategy Execution/Implementation: 7S Framework for Understanding Implementation Issues – Organizational Learning – Structures for Strategies – Organizational Leadership and Corporate Culture – The concept of Balanced Score Card – Triple Bottom line Approach – Strategy Evaluation and Control: Purpose of Strategic Control, Strategic, Budgetary and Operational Control – Strategic Control Process – Strategic Audit.

Suggested Reading:

1. JA. Pearce II and R. B. Robinson Jr., Strategic Management Formulation Implementation and Control, Tata McGraw Hill.
2. Ansoff H. Igor, Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion, McGraw – Hill, New York.
3. V.S.P. Rao & V Hari Krishna, Strategic Management Text & Cases, Excel Books.
4. Andrews, Kenneth R., The Concept of Corporate Strategy, Dow – Jones – Irwin, Homewood (Illinois).
5. Glueck, William F. and Lawrence R. Jauch., Business Policy and Strategic Management, Mc Graw Hill, International Edition.

References

1. Hamel, G. and S.K. Prahalad, Competing for the Future, Harvard Business School Press.
2. Kazmi, Azhar., Business Policy, Tata McGraw Hill.
3. Nitin Balwani, Strategic Management & Business Policy, Excel Books, New Delhi
4. Hamel, G. and S.K. Prahalad, Competing for the Future, Harvard Business School Press, Boston, 1994.

DISCIPLINE SPECIFIC ELECTIVES

1-MARKETING MANAGEMENT

MBA 316: MARKETING ANALYTICS

Course Code: MBA 316 Core/ Elective: Elective No. of Credits: 4	Course Title MARKETING ANALYTICS
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Course Objectives:

The purpose of this course is:

- To understand which marketing decisions are supported by analytics.
- To learn about exploratory data analysis, predictive analytics and prescriptive analytics.
- To understand hybrid segmentation and other tools used for clustering.
- To know the importance of perceptual mapping in positioning the product in consumer's mind.
- To understand the role of marketing analytics in designing new products in the present hyper-competitive markets.
- To know the appropriate usage of price skinning and penetration strategies.
- To enable the students to learn about the variables in marketing mix modeling.
- To understand the significance of AI and ML in marketing decisions.

Learning Outcomes:

Upon completion of this course, the students should be able to:

- Apply exploratory, predictive, and prescriptive data analytical tools for marketing decision making.
- Evaluate hybrid segmentation and clustering tools to select right target market.
- Analyze the perceptual mapping by using two determinant variables and multi-determinant variables.
- Predict the market to design new products.
- Application of price skinning and penetration strategies based on the nature of the product and the marketing environment.
- Know the various digital analytics tools like: web-metrics, overall website traffic, conversion rate, exit rate, bounce rate, click-through rate, page-views, unique page views, sessions, time on site, and unique visitors.

- Understand the key application of AI and ML in marketing.

Course Outline:

Unit I: Introduction: Marketing Analytics-Data for Marketing Analytics-What are Business Intelligence, Analytics and Data Science? – Exploratory data analysis- Descriptive Analysis- Predictive Analysis-Prescriptive Analysis-Benefits of customer analytics.

Unit II: Segmentation and Positioning Analytics:

Segmentation Analytics: Data collection in segmentation, customer segmentation process, data analysis for customer segmentation. Cluster Analysis: Application of cluster analysis, examples of cluster analysis, data used for clustering, clustering algorithms.

Positioning: Introduction-Perceptual mapping: using two-determinant attributes, using multiple product attributes, Joint perceptual maps, constructing a perceptual map- White spaces- Umbrella Brands-Multidimensional scaling.

Unit III: Marketing Mix Analytics:

Product Analytics: Introduction- Analyzing digital products-Analyzing non-digital products: Utility & choice, application of choice models, conjoint analysis, product attributes and attribute levels, product levels, steps in performing conjoint analysis, market forecasting, factors that impact new product adoption, applying diffusion model in marketing.

Pricing: Introduction- Goals of pricing-Bundling: Types of bundling, Analyzing bundles as promotion. Skimming Pricing: Illustration of price skimming, Appropriate usage of skimming, analytics with price skimming.

Promotions: Measuring promotional lifts-Types of promotions-Discounting: Types of discounting.

Unit IV: Marketing Mix: Market Mix Modeling-Variables in marketing mix modeling: Base variables, Incremental variables and other variables. Techniques of marketing mix modeling: Regression analysis, Non-linear optimization.

Unit V: Digital Analytics, Artificial Intelligence and Machine Learning:

Digital Analytics: Introduction-Web Metrics: Overall website traffic, conversion rate, exit rate, Bounce rate, Click-through rate, Page-views, Unique page views, Sessions, Time on Site, Unique visitors.

Artificial Intelligence and Machine Learning: Introduction-Importance of AI in marketing- Key applications of AI in Marketing: Personalization of online experience, Chatbots, AI Powered Dynamic Emailing. Common Technologies: Concepts of AI, ML and DL.

Suggested Reading:

1. Seema Gupta, Avadhoot Jathar. Marketing Analytics, Wiley Publishers, October 2021.

Reference:

2. Wayne L. Winston, Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley Publishers, January 2014.

MBA 317: DIGITAL MARKETING

Course Code: MBA 317 Core/ Elective: Elective No. of Credits: 4	Course Title DIGITAL MARKETING
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Course Objectives:

The purpose of this course is:

- To educate students in the area of Digital Marketing.
- To understand the transformation of business marketing practices across the globe.
- To examine the strategic role of digital marketing processes and tools.
- To explore the challenges of interactive media, and the creative challenges of communicating.
- To know about search engines and future trends in digital marketing.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Understand the concepts of Digital Marketing.
- Understand the Digital Marketing and Social Media marketing practice across the globe.
- Learn the strategic role of digital marketing process.
- Understand the challenges of interactive media, and communicates.
- Understand about the search engines and future trends.

Course Outline:

Unit I: Introduction to Marketing: Modern Marketing Management Concepts, Segmentation, Targeting, Positioning, Marketing Mix, Services Mix.

Digital Marketing Planning and Structure: Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, Strategic Flow for Marketing Activities. WWW, Domains, buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page, Call to Action (Real Engagement Happens), Designing Other Pages, SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing Word press Website.

Unit II: Facebook Marketing Fundamentals: Profiles and Pages, Business Categories, Getting Assets Ready, Creating Facebook Pages, Page Info and Settings, Facebook Page Custom URL, Invite Page Likes, Featured Video, Pin Post and Highlights, Scheduling Posts, Facebook Events, Reply and Message, Facebook Insights Reports, Competitor's Facebook Page, Ban User on Facebook Page, Connect with Twitter. Facebook Ad Campaigns: Organic v/s Paid, Defining Ad Objective, Performance Matrix, Ad Components, Designing Creative Image, Facebook Ad Structure, Setting up Facebook.

Unit III: Google AdWords: Understanding AdWords, Google Ad Types, Pricing Models, PPC Cost Formula, Ad Page Rank, Billing and Payments, AdWords User Interface, Keyword Planning, Keywords Control, Creating Ad Campaigns, Creating Text Ads, Creating Ad Groups, Bidding Strategy for CPC, Case Studies. PPC, CPM, CPA, Other Measuring Tools, Bidding Strategy on Location, Bidding Strategy on Schedule, Bidding Strategy on Devices, Conversion Tracking Code, Designing Image Ads, Creating Animated Ads, Examples on Animated Ads, Creating Video Ads, YouTube Video Promotion, Remarketing Strategies, Remarketing Rules, Remarketing Tracking Code.

Unit IV: Web Marketing: Ad Account, Create Ad –Targeting, Create Ad – Budgeting, Create Ad –Creative, Content and CTA, Boosting Page Posts, Page Promotion, Video Promotion, Similar Ads and Audiences, Tracking Pixels Code, Remarketing - Website Visitors, Custom Audiences -Look Alike, Custom Audience -Saved Group, Managing and Editing Ads, Ad Reports and Ad Insights, Billing and Account. Facebook Business Manager, People, Pages and Roles, Ad Accounts Configurations, Ad Agencies and Assigning, Shared Login for FB Business A/c, Power Editor, Email Targeting on Facebook, Facebook Offers.

Unit V: Email Marketing & Content Writing: Email Machine –The Strategy, Email Frequency, Why People Don't Buy, The Fuel –Value, Triggers in Email using 4Ps, Sequence of Email Triggers, Email Example - Topic, Intro, Product, Secondary Value, Fear, Regret, Ask for Sales, Reinforcement, Offers Announcements, Urgency, Cross Sales, Re-Engagement, Buyer vs Consumer. Email Software and Tools, Importing Email Lists, Planning Email Campaign, Email Templates and Designs, Sending HTML Email Campaigns, Web Forms Lead Importing, Integrating Landing Page Forms.

Suggested Reading:

1. Corey Rabazinski, Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, January 2015.
2. Ian Brodie, Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales with Email Marketing.
3. Jan Zimmerman and Deborah, Social Media Marketing All-In-One for Dummies.

References:

1. Ian Dodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, Wiley Publishers.
2. Ryan Deiss and Russ Henneberry, Digital Marketing for Dummies.

MBA 318: SERVICES MARKETING & CRM

<p>Course Code: MBA 318 Core/ Elective: Elective No. of Credits: 4</p>	<p>Course Title SERVICES MARKETING & CRM</p>
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Course Objectives:

The purpose of this course is:

- To learn about the components, basis of classification and characteristics of services.
- To understand the services marketing mix with global best practices.
- To familiarize with technological revolutions currently happening in the financial, insurance, hospitality, travel and tourism, educational, software and other professional services.
- To study best management practices and APQC Bench mark study.
- To understand demand, supply and promotion strategies of global service providers.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Understand the concept and strategies of services marketing in the current scenario.
- Discuss the application and relevance of the services marketing strategies Industry to Industry.
- Examine the characteristics of the services industry.
- Analyze the role and relevance of Quality in Services.
- Acquire knowledge on the insights of the internationalization of services marketing.

Course Outline:

Unit I: The Fundamental Concepts in Services Marketing: Definition- Components of services- Characteristics- Classification- Scope of Services-Goods-Services continuum-Service delivery as a system and process-Service facility design and layout- Managing Demand-Pattern and determinants of demand-Strategies for managing demand-Managing Capacity-Capacity planning.

Unit II: Strategic Services Marketing: Building strategic services marketing-Focus strategies- Identifying and selecting service target segments-Positioning the service-Creating and maintain value relationships-Market leadership strategies- Service based components of quality- Servqual model of service quality-Gaps in the service quality- Strategies for closing the gap- Communication strategies-Customer satisfaction measurement techniques-MPQ (Market Perceived Quality)-ROQ(Return on Quality)- Strategy for improvement.

Unit III: Service Marketing Mix: Product Decisions-Complete service package-Product line and brands-technological revolutions- New service development-Hierarchy of new service categories-Pricing strategies and Techniques-Winning strategies through pricing- Service promotion tools and techniques- Advertising-Personal Selling-Public relations- Sales promotion-Integrated services mix-Distribution Methods-Franchising-Agency-People-Process-Physical Evidence.

Unit IV: Service Marketing Practices: Marketing and technological revolutions currently happening in the: 1. Financial and insurance services, 2. Hospitality, Travel and Tourism Products, 3. Educational, software and other Professional Services, 4. Health Care, Cellular and Entertainment Services.

Unit V: CRM in Services: CRM Definition, Need and Importance-Conceptual Framework of Customer Relationship Management- The Value Pyramid-Customer Interaction Cycle-

Customer Profiling and Total Customer Experience- CRM Process - Effective Customer Relation Management through Customer Knowledge Management- Structuring a Customer Focused IT Organization to Support CRM.

CRM in Services: Status of Customer Relationship Management in service industry in India- Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches, and their impact on CRM; The Past, Present and Future of CRM.

Suggested Reading:

1. Dr. S.Shajahan, “Services Marketing”, Himalaya Publishing House.
2. Zeithaml Valerie A. and Bitner Mary, “Services Marketing”, TMH.
3. Rampal M.K. and Gupta S.L, “Service Marketing, Concepts, application and cases”, Galgotia Publishing Company, New Delhi.
4. Woodruffe Helen, “Services Marketing”, Mac Millan, India.
5. Roland T. Rust, Anthony J. Zoharik and Timothy L Keiningham, “Service Marketing”, Addison Wesley.

References:

1. Payne, “The Essence of Services Marketing”, PHI.
2. Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill, June 2008.
3. Judith W. Kincaid, Customer Relationship Management Getting it Right, Pearson Education.
4. H.Peeru Mohamed , A Sagadevan, Customer Relationship Management, A Step by Step Approach, Vikas Publishing House.
5. Customer Centricity –Focus on right customer for strategic advantage, by Peter Fader, Wharton Digital Press, 2012.

MBA 319: INTEGRATED MARKETING COMMUNICATIONS

Course Code: MBA 319 Core/ Elective: Elective No. of Credits: 4	Course Title INTEGRATED MARKETING COMMUNICATIONS
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Course Objectives:

The purpose of this course is:

- To acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme.
- To provide knowledge on various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

Learning Outcomes:

Upon the completion of the course, the student will be able to

- Understand concept of Integrated marketing Communication and process of communication.
- Explore planning for marketing communication.
- Explain measuring the effectiveness of all Promotional tools and IMC.
- Explain media and digital advertising.

Course Outline:

Unit I: An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour.

Unit II: Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model.

Unit III: Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.

Unit IV: Developing the Integrated Marketing Communication Programme: Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of

appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC.

Unit V: Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, social media, Mobile Advertising, E-PR Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI Case Study (Not Exceeding 300 words).

Suggested Reading:

1. Aakar, D.A. & Biel, A.L. 1993. Brand equity and advertising. Hillside, NJ: Lawrence Erlbaum.
2. Argenti, P.A. 2003. Corporate communication. Boston: McGraw-Hill Irwin.
3. Belsch, G.E. & Belsch, M.A. 1995. Introduction to advertising and promotion: An integrated marketing communications approach. Chicago: Irwin.
4. Burnett, J. & Moriarty, S. 1998. Introduction to marketing communication: An integrated approach. Upper Saddle River: Prentice-Hall.

References:

1. Caywood, C.L. 1997. The handbook of strategic public relations and integrated communications. New York: McGraw-Hill.
2. Kitchen, P.J. & Schultz, D.E. 2000. Communicating globally. An integrated marketing approach. London: NTC Business Books

MBA 320: CONSUMER BEHAVIOUR & NEURO MARKETING

Course Code: MBA 320 Core/ Elective: Elective No. of Credits: 4	Course Title CONSUMER BEHAVIOUR & NEURO MARKETING
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Course Objectives:

The purpose of this course is:

- To understand the concept of consumer behaviour, decision making by consumers, behaviour variables and influences on consumer behaviour.
- To comprehend the social and cultural dimensions of consumer behaviour, factors impacting attitudes and behaviour.

- To arm the budding marketers with an insight of the psychological and behavioural concepts of consumers thus enabling them to achieve their objectives and excel.
- To provide an understanding of the basics of marketing research and to build a research vocabulary, key terms and ideas.
- To provide a balance of the theoretical and practical aspects of marketing research and encourage the students to take up analytical and critical thinking through research.
- To highlight importance of research in consumer behaviour and marketing.

Learning Outcomes:

Upon the completion of this course, the student will be able to

- Understand concept and overview of consumer behaviour.
- Explore models of consumer behaviour.
- Explain Individual determinants of consumer behaviour.
- Understand marketing research and its process.
- Explore applications of marketing research.

Course Outline:

Unit I Consumer Behavior: Concept, Definition, Scope and Importance and Interdisciplinary – Consumer Environment – Consumer Analysis Framework – Consumer Behavior and Consumer Research – Models of Consumer Behavior – Application of Consumer Behavior and Knowledge in Marketing – Profile of the Indian Consumer and Understanding their Needs.

Unit II Individual Determinants of CB: Perception: Thresholds of Perception, Subliminal Perception, and Perceptual Process dynamics – Personality: Nature, Theories, self-concept, psychographic and life style – Attitude: Structural Model of Attitude, Attitude formation & Change – Motivation: Needs/Motives & Goals, Dynamic Nature of Motivation, Arousal of Motives, and Theories – Learning: Concept, Definition, Learning Theories and their Applications. Group Determinants of CB: Reference Group Influence: Types of Consumer Relevant Groups, Factors Affecting Group Influence, Application of Reference Group Concept – Family: Functions of Family, Family Decision Making – Environmental Influences on CB: Social Class, Life Style, Profile of Social Class, and Application of CB – Culture: Characteristics, and Cross-Cultural Understanding.

Unit III: Consumer Decision Making Process: Routinised Response, Limited and Extensive Problem-Solving Behavior – Models of CB: Nicosia, Howard & Sheth, Engel-Kollat; Diffusion of Innovation: Elements, Decisions, Adoption Categories and Process.

Unit IV: Introduction to Neuromarketing: An Overview of Neuromarketing, Interdisciplinary Nature of Neuro Marketing, Neuromarketing *Versus* Traditional Methods-key

Benefits and Issues, Mapping the Brain. Attention and Consciousness, Sensory Neuro Marketing, Learning and Memory.

Unit V: Neuromarketing and Ethics: Neural Marketing Cases in India, Neuro Ethics and Consumer Aberration, Ethical and Socially Responsible Marketing, Consumerism, Ethical Consumption, Sustainable Consumption.

Suggested Reading:

1. Hawkins, Best, Coney, Consumer Behavior Building Marketing Strategy, Tata McGraw Hill.
2. Leen G. Schiffman and L.H.Kanuk., Consumer Behavior, Pearson Education.
3. Panwar, J.S., Beyond Consumer Marketing, Sage Response Books, New Delhi.
4. Deon, Buyer Behavior, Oxford University Press.

References:

1. Henry Assael., Consumer Behavior, Willey India, New Delhi.
2. Krishna Kumar. D and Deepika Rani. K, Consumer Behavior and Neuromarketing, Thakur Publication Pvt. Ltd, Bengaluru.

2- FINANCIAL MANAGEMENT

MBA 321: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: MBA 321 Core/ Elective: Elective No. of Credits: 4	Course Title INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
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Course Objectives:

The purpose of this course is:

- To familiarize with analysis of securities market, valuation of different securities for the purpose of building optimal portfolio and the students with latest concepts and trends in the securities market.
- To equip the students with essential tools, techniques, models, and investment theory necessary for analyzing different types of securities, making sound investment decisions and optimal portfolio choice.

Learning Outcomes:

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

- Understand the environment of investment and risk return framework.
- Analyze bonds in terms of valuation, yields and risks.
- Analyze equity shares using different approaches and models.
- Evaluate portfolios along with a deep understanding of capital market theory and associated models.
- Understand and analyze futures and options, use various options trading strategies, and critically examine various innovations in derivatives market.

Course Outline:

Unit I: Fundamental Analysis: Meaning – Economy Analysis – Economic Forecasting – Forecasting Techniques – Industry Analysis – Industry Life Cycle – Company Analysis – Financial Statements – Analysis of Financial Statements. Technical Analysis: Meaning – Dow Theory. Basic Principles of Technical Analysis – Trends and Trend Reversal – Eliot Wave Theory – Mathematical Indicators – Market Indicators. EMH & Behavioural Analysis: Random Walk Theory – The Efficient Market Hypothesis – Forms of Market Efficiency – Tests of Efficient Market Hypothesis.

Unit II: Share Valuation: Concept of Present Value – Share Valuation Model – One Year Holding Period – Multiple Year Holding Period – Constant Growth Model – Multiple Growth Model – Multiplier Approach to Share Valuation. Bond Valuation: Bond Returns – Coupon Rate – Current Yield – Spot Interest Rate – Yield to Maturity – Yield to Call – Bond Prices – Bond Risks – Bond Duration (Theory and Problems).

Unit III: Capital Market Theory: Assumptions - Capital Asset Pricing Model – Capital Market Line – Security Market Line – SML Vs. CML – Pricing of Securities with CAPM – Limitation of CAPM-Arbitrage Pricing Theory: The Law of One Price – Assumptions – Arbitrage Pricing for one Risk Factor – Two Factor Arbitrage Pricing – Multiple Arbitrage Pricing – Limitations of APT (Theory and Problems).

Unit IV: Portfolio Performance Evaluation: Meaning of Portfolio Evaluation – Measuring Portfolio Return – Risk Adjusted Returns – Sharpe Ratio – Treynor Ratio – Differential Return. Forecasting Portfolio Performance: Chaotic Theory – Artificial Neural Networks – Fizzy Theory – Behavioural Models: Prospect Theory – Heuristic Theory (Theory and Problems).

Unit V: Portfolio Revision: Meaning of Portfolio Revision – Constraints in Portfolio Revision – Portfolio Revision Strategies – Formula Plan – Constant Rupee Value Plan – Constant Ratio Plan – Dollar Cost Averaging. International Investing: Benefits and Risk of Global Investing –

Factors Influencing International Investing – Foreign Exchange Risk (Theory and Problems).

Suggested Reading:

1. Bhalla, V. K.: Investment Management, S. Chand & Co.
2. Fisher Donald E & Ronald J Jordan: SAPM, PHI.
3. Jack Clark Francis & Richard W Taylor: Theory & Problems of Investment, McGraw.
4. Mayo: Investments, Thomson.
5. Punithavathy Pandyan: Securities Analysis & Portfolio Management, Vikas Publishers.

References:

1. Reilly: Investment Analysis and Portfolio Management, Thomson.
2. Sharp Etal.: Investments, Prentice Hall.
3. Ranganatham M & Madhumathi R: SAPM, Pearson Education.

MBA 322: DERIVATIVES & RISK MANAGEMENT

Course Code: MBA 322 Core/ Elective: Elective No. of Credits: 4	Course Title DERIVATIVES & RISK MANAGEMENT
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Course Objective:

The purpose of this course is:

- To make student efficient in financial derivatives market by giving them the knowledge of basics in financial derivatives such as Forwards, Futures, Options and Swaps.

Learning Outcomes:

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

- Describe the fundamental concepts of a range of key financial derivative instruments.
- Acquire knowledge of how forward, futures, swaps, and options work, and how they are used and priced.

Course Outline:

Unit 1: Financial Derivatives: Meaning - Definition - Features - Types - Uses - History of Derivatives Markets - Critiques– Myths. Financial Derivatives Markets in India: Need – Evolution – Recommendations of L.C. Gupta Committee – Equity Derivatives – Categorises of Derivatives Traded in India – Derivatives Trading at NSE / BSE – Eligibility of Stocks –

Emerging Structure of Derivatives Markets in India (Theory Only)

Unit II: Forwards Contracts: Meaning – Features – Forward Contract Vs. Spot Contract – Forward Contracts Vs. Futures Contracts – Working of Forward Contracts – Classification of Forward Contracts – Advantages and Disadvantages of Forward Contracts. Futures Contracts: Meaning – Features – Types – Trading Mechanism – Theories of Futures Prices: Basic Concepts in Futures Pricing – Theories: the cost-of-carry approach – the expectation approach – the normal backwardation approach – the CAPM approach – Hedging – the perfect hedging model – the basic long and short hedges – cross hedging – basis risk and hedging – hedging effectiveness – hedge ratio (Theory and Simple problems)

Unit III: Options Basics: Meaning – Types – Options Terminology – Value of an Option: Intrinsic Value – Time Value – Option Positions – Pay-off Profiles. Options Pricing and Greeks: Pricing: Determinants – Models: Binomial Option Pricing Model – Black-Scholes Option Pricing Model – Option Greeks: Delta – Theta – Gamma – Rho – Vega (Theory and Simple Problems)

Unit IV: Swaps Basics: Meaning – Features – Advantages – Disadvantages – The Swaps Markets – Types of Swaps – Economic Motives for Swaps. Pricing and Valuing Swaps: Interest Rate Swaps – Currency Swaps – Equity Swaps (Theory and Simple Problems)

Unit V: Volatility: Measures of Risk – Volatility – Exponential Weighted Moving Average – Correlation and Covariance – Garch (1,1) Model – Volatility Index – Computation of India Volatility Index. Value at Risk: Features and Concerns of the Financial Sector – Definition and Meaning of VaR-Decisions in VaR – Methods of Calculating VaR – Historical Simulation – Monte Carlo Simulation – Limitations (Theory and Simple Problems)

Suggested Reading:

1. Amuthan R.: Financial Derivatives, HPH.
2. David A. Dubinsky, Thomas W. Multer, TR: Derivatives Valuation and Risk Management, Oxford.
3. Don M. Chance, Robert Brooks: Derivatives and Risk Management Basics, Cengage.
4. Gupta S. L.: Financial Derivatives: Theory, Concept and Problems, PHI.

References:

1. Jayanth Rama Varma: Derivatives and Risk Management, TMH.
2. John C Hull: Options, Futures and Other Derivatives, Pearson.

MBA 323: FINANCIAL SYSTEM & SERVICES

Course Code: MBA 323 Core/ Elective: Elective No. of Credits: 4	Course Title FINANCIAL SYSTEM & SERVICES
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Course Objectives:

The purpose of this course is:

- To create awareness about Financial System and Financial services in India.
- To learn about the role of financial institutions in India.
- To understand the importance of Venture Capital

Learning Outcomes:

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

- Explain the importance, functions of financial system and financial services.
- Understand the concept of merchant banking and its functions.
- Learn the venture capital financing modes used to raise finance.
- Understand factoring, bill discounting and credit rating services needed for businesses.

Course Outline:

Unit I: The Financial System in India- Functions of the Financial System – structure of Indian financial system – Indian Money market – composition of money markets – money market instruments. Indian Capital Market – Importance of Capital Market. Classification of Indian capital market – Primary Market and Secondary Market - Products and Participants – Regulation of capital market – Recent trends in Indian capital Market. Financial Services: Meaning, scope, Features and Importance of Financial Services. Classification of Financial service Industry. Financial Innovation - Causes for Financial Innovation. New Financial products and services – Fintech services – types, growth and Present scenario and Challenges.

Unit II: Financial Institutions: Evolutions of banking in India - Functions of RBI and regulatory framework – Commercial banking in India – Role of private sector banks and public sector banks – changing role of commercial bank in India. NBFCs – Role and functions. Financial institutions in India – NABARD, SIDBI, EXIM Bank and NHB.

Unit III: Introduction to Merchant Banking Concept and Evolution of Merchant Banking in India- Functions of a Merchant Banker - Regulatory Framework for Merchant Bankers in India - SEBI guidelines Issue Management – Process and Underwriting -Public issue management – functions – categories of securities issue – role of issue manager. Obligations Relating to issues- Pricing of Issue- Underwriting

Unit IV: Venture Capital Financing: Origin-concept of venture capital financing-The Paradigm shift in venture capital-Features Importance of VCF- Stages of VCF-Factors affecting VCF- Selection procedure of venture MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from 2022-24 capitalists-Venture Capital Industry in India-Venture capital providers in India- SEBI(venture capital fund) Regulations- Indian venture capital scenario- Evaluation of VCF –Conventional valuation-First Chicago Method- Revenue Multiplier Method- -Role of TDICI in building venture capital fund-Exit strategies of venture capitalists- Issues-Challenges & Suggestions for the growth of venture capital finds in India

Unit V: Factoring and Credit Rating: Factoring: Factoring concept, process and forms. Functions of a factor. cost of factoring, Legal aspects of factoring, Factoring scenario in India. Bill discounting Legal aspects of bill discounting. Difference between and Bill discounting and factoring. Credit rating: Meaning and Process of Credit rating of financial instruments. Rating methodology. Introduction to various Rating Agencies. Rating Symbols of different companies.

Suggested Reading:

1. E.Gordon and K.Natarajan , 2019, Financial Markets, Instruments and Financial Services, 11th edition, Himalaya Publication House , Mumbai.
2. Clifford Gomez, 2015, Financial Markets, Instruments and Financial Services, PHI learning Private Limited, Delhi.
3. L. M. Bhole: Financial Institutions and Markets, TMH, 2012.
4. M. Y. Khan: Financial Services, TMH, 2012.
5. Dr. Vasanth Desai, 2013, Financial Markets and Financial Services, Himalaya Publishing House, Mumbai.
6. M Y Khan, “Financial Services”, TMH, 5th edition.

References:

1. Shashi K. Gupta, Nisha Aggarwal and Neeti Gupta, “Financial Services”, Kalyani Publishers, 6th Revised Edition.

2. Bhatia, B.S., and Gupta G.S., Management of Financial Services, Deep and Deep, New Delhi.
3. Ghosh, P.K., and Gupta, G.S., Fundamentals of Lease Financing, Vision Publishers, New Delhi.
4. Gupta, S.K., and Nisha Aggarwal, Financial Services, Kalyani Publishers, New Delhi.
5. Nalini Prava Tripathy, Financial Services, Prentice Hall of India Pvt. Ltd., New Delhi.
6. Guruswamy, S., Financial Services and Markets, Thomson Learning, Singapore.
7. Anbarasu Joseph D, Boominathan VK, Mohan Man, Gnanaraj G, “Financial Services”, S.Chand Publications.
8. V.A.Avadhani, “ Financial Services in India”, HPH

MBA 324: FINTECH SERVICES

Course Code: MBA 324 Core/ Elective: Elective No. of Credits: 4	Course Title FINTECH SERVICES
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Course Objective:

The purpose of this course is:

- To gain experience in analyzing financial data using modern machine learning techniques, statistical methods, and prediction models.

Learning Outcomes:

Upon the completion of this course the students will be able to:

- Understand the emerging trends in financial technology (Fintech).
- Know the role of fintech in changing financial industry and increasing efficiency in the economy.
- Know the imperfections in financial markets that weaken financial stability, undermine market efficiency, and expose consumers to risk.

Course Outline:

Unit I: Introduction - Transformation – FinTech Evolution: Infrastructure, Banks Startups and Emerging Markets - Collaboration between Financial Institutions and Startups – FinTech Typology – Emerging Economics: Opportunities and Challenges - Introduction to Regulation

Industry - The Future of Reg Tech and other Technologies (Theory only).

Unit II: Crypto Currencies and Blockchain – Individual Payments – Digital Financial Services – Mobile Money – Regulation of Mobile Money – SFMS - RTGS - NEFT –NDS Systems – Crypto Currencies – Legal and Regulatory Implications of Crypto Currencies – CBDC: Wholesale and Retail – Uses and Limitations (Theory only).

Unit III: Digital Finance and Alternative Finance - Brief History of Financial Innovation – Digitization of Financial Services - FinTech & Funds - Crowd Funding – Regards, Charity, and Equity - P2P and Marketplace Lending – New Models and New Products (Theory only).

Unit IV: FinTech Regulations - Evolution of Reg Tech – Reg Tech Ecosystem: Financial Institutions – Reg Tech Ecosystem Ensuring Compliance from the Start: Suitability and Funds – Reg Tech Startups: Challenges –Reg Tech Ecosystem: Regulators Industry – Use Case of AI in Smart Regulation and Fraud Detection – Regulatory Sandboxes – Smart Regulation – Redesigning Better Financial Infrastructure (Theory only).

Unit V: History of Data Regulation – Data in Financial Services – Application of Data Analytics in Finance - Methods of Data Protection: GDPR Compliance and Personal Privacy – How AI is Transforming the Future of FinTech – Digital Identity – Change in mindset: Regulation 1.0 to 2.0 (KYC to KYD) - AI & Governance – New Challenges of AI and Machine Learning - Challenges of Data (Theory and Small Problems).

Suggested Reading:

1. Agustin Rubini, “Fintech in a Flash: Financial Technology Made Easy”, Zaccheus, 3rd Edition, 2018.
2. Susanne Chishti and Janos Barberis, “The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries”, John Wiley, 1st Edition, 2016.
3. Theo Lynn, John G. Mooney, Pierangelo Rosati, Mark Cummins, “Disrupting Finance: FinTech and Strategy in the 21st Century”, Palgrave, 1st edition, 2018.

References:

1. Abdul Rafay, “FinTech as a Disruptive Technology for Financial Institutions”, IGI Global, January 2019.
2. Bernardo Nicoletti, The Future of FinTech: Integrating Finance and Technology in Financial Services, Palgrave Macmillan, August 2018.

325: INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: MBA 325 Core/ Elective: Elective No. of Credits: 4	Course Title INTERNATIONAL FINANCIAL MANAGEMENT
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Course Objective:

The purpose of this course is

- To gain the conceptual knowledge and application of international financial management.

Learning Outcomes:

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

- Understand international capital and foreign exchange market.
- Identify and appraise investment opportunities in international environment.
- Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.

Course Outline:

Unit I: Introduction: An Overview of International Financial Management: Meaning – Features of International Finance – Scope of International Finance – International Financial Management and Domestic Financial Management – Factors Influencing Growth of International Finance – International Monetary System. Balance of Payments Accounting: Accounting Principles – Debit and Credit Entries – Balance of Payments Statement (Theory Only).

Unit II: Foreign Exchange Market: Features – Major Participants – Spot Market: Features, arbitrage, speculation – Forward Market: Features, Arbitrage, Hedging. Speculation, Swapping. Exchange Rate Mechanism: Exchange Rate Quotations – Nominal, Real & Effective Exchange Rates – Exchange Rate Determination in Spot Market – Exchange Rate Determination in Forward Market (Theory and Problems).

Unit III: Foreign Exchange Exposure: Measurement of Foreign Exchange Exposure: Meaning & Relevance of Foreign Exchange Exposure – Classification of Foreign Exchange Exposure: Transaction Exposure, Operating Exposure & Accounting Exposure. Management of Foreign Exchange Exposure: Need – Hedging of Transaction Exposure – Hedging of Real Operating Exposure – Management of Accounting Exposure (Theory and Problems).

Unit IV: Foreign Direct Investment: Theories of FDI – Costs and Benefits of FDI – Strategy for FDI – Control of MNCs. International Capital Budgeting: Evaluation Criteria: Non-discounting Methods and Discounting Methods – Computation of Cash Flow – Cost of Capital: Average Cost of Capital – Cost of Debt – Cost of Equity Shares – Cost of Retained Earnings (Theory and Problems).

Unit V: International Financial Markets: Channels for International Flow of Funds – Changing Structure of the International Financial Market – Selection of Sources and Forms of Funds. International Financial Instruments: Euro Credits: Revolving Credit, Term Credit – Euro Bonds: Straight Bonds, Convertible Bonds, Currency Optional Bonds, FRNs – Euro Currency Deposits: Call Deposits, Term Deposits, Certificates of Deposits – Euro Notes: Commercial paper, NIF, Medium Term notes – Euro Issues: FCCB, GDR, ADR (Theory and Problems).

Suggested Reading:

1. Bharati V Pathak: Indian Financial Management, Pearson.
2. Clark: International Finance, 2e Thomson.
3. Jeevenandam, Foreign Trade Finance and Risk Management, Sultan Chand.
4. Jeff Madura: International Financial Management, Cengage.

References:

1. Joseph Anbarasu: Global Financial Management, Ane Books Pvt. Ltd.
2. Kevin S: Fundamentals of International Financial Management, PHI.
3. Madhu Vij: International Financial Management, Excel Books.
4. Shapiro: Multinational Financial Management PHI.

3-HUMAN RESOURCE MANAGEMENT

MBA 326: TALENT MANAGEMENT AND HRM ANALYTICS

Course Code: MBA 326 Core/ Elective: Elective No. of Credits: 4	Course Title TALENT MANAGEMENT AND HRM ANALYTICS
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Course Objectives:

The purpose of this course is to

- Understand the core concepts of talent management and HRM analytics.
- Explore various data sources and metrics relevant to talent management.

- Learn data analysis techniques for extracting insights from HR data.
- Develop skills in data visualization and storytelling for communicating HR insights.
- Analyze the ethical considerations of using data in HRM practices.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Define and explain the core concepts of talent management and HRM analytics.
- Identify various data sources and metrics relevant to different talent management functions.
- Analyze the ethical considerations surrounding data usage in talent management decisions.
- Explain data analysis techniques commonly used in HR analytics.
- Understand the latest trends and advancements in talent management and HRM analytics.

Course Outline:

Unit I: Introduction to Talent Management and HRM Analytics - Importance of Talent Management in today's business world -Definition and scope of HRM analytics -The role of data in HR decision-making- Benefits and challenges of using data in HRM - The future of Talent Management and HRM analytics.

Unit II: Data Sources and Metrics in HRM - Types of HR data: structured, semi-structured, and unstructured- Internal data sources: HRIS, performance management systems, applicant tracking systems- External data sources: labor market data, social media analytics-Identifying key HR metrics for different talent management functions.

Unit III: Data Analysis Techniques for HRM - Introduction to data cleaning, transformation, and wrangling - Descriptive statistics and data visualization for HR data -Predictive modeling techniques for talent acquisition and retention-People analytics tools and technologies.

Unit IV: Talent Acquisition Analytics -Analyzing job descriptions and candidate profiles for better matching- Identifying effective recruitment channels through data insights- Using data to assess the effectiveness of on boarding programs-Predicting candidate quality and fit for the organization.

Unit V: Ethical Considerations in HRM Analytics - Data privacy and security concerns in HR data management - Using data analytics for talent development and growth -Identifying key drivers of employee engagement through data- Analyzing employee surveys and feedback data - Using data to predict and address employee turnover- Creating a positive work culture through data-driven insights.

Suggested Reading:

1. "Talent Management Analytics: Driving Strategic Decision-Making" by John Boudreau and Richard Huselid.
2. Building a Culture of People Analytics: How to Use Data to Drive HR Decisions by David Rogers.

Reference:

1. HR Analytics: How to Use People Data to Improve Your Business by David Strauss.

MBA 327: PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING

Course Code: MBA 327 Core/ Elective: Elective No. of Credits: 4	Course Title PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING
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Course Objectives:

The purpose of this course is:

- To understand the concept and importance of performance management in organizational effectiveness.
- To explore various performance management systems and their components.
- To analyze the role of feedback, goal setting, and performance appraisal in managing performance.
- To develop skills in designing and implementing effective performance management Systems.
- To comprehend the concept of competency mapping and its significance in Talent Management.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Explain the core concepts of performance management and competency mapping.
- Analyze the benefits and challenges associated with effective performance management practices.
- Describe the different stages of the performance management process, including goal setting, appraisal, and feedback.
- Explain the legal and ethical considerations in performance management systems.
- Identify the various types of competencies and their role in successful performance.

Course Outline:

Unit I: Introduction to Performance Management - Definition and objectives of performance management- The evolution of performance management practices -The link between performance management and organizational strategy-Benefits and challenges of effective performance management - Emerging trends in performance management practices - Technological advancements and their impact on performance management.

Unit II: The Performance Management Process - Setting SMART goals and objectives for individual and team performance - Performance planning and development discussions. - Conducting performance appraisals: methods and best practices- Providing constructive feedback and performance coaching - Performance documentation and record keeping.

Unit III: Competency Mapping - Definition and purpose of competency mapping -Core competencies vs. technical skills -Types of competencies: generic, specific, behavioral - Identifying and defining key competencies for different roles- Designing and Implementing Competency Models - Developing a competency framework -Identifying key behaviors and indicators for each competency -Selecting appropriate methods for competency assessment.

Unit IV: Integrating Performance Management and Competency Mapping - Aligning performance goals with desired competencies -Using competency models for performance appraisal and feedback -Identifying skill gaps and development opportunities based on competency assessments -Building a culture of continuous learning and development.

Unit V: Advanced Performance Management Topics - 360-degree feedback and performance reviews - Performance management for remote teams - Managing performance challenges and disciplinary actions- Performance management and compensation systems - The Future of Performance Management - Emerging trends in performance management practices- Technological advancements and their impact on performance management.

Suggested Reading:

1. "Performance Management: Integrating Strategy and Execution" by Armstrong and Baron.
2. "Competence at Work: Models for Superior Performance" by Lyle M. Spencer Jr., and Signe M. Spencer.

Reference:

1. "Strategic Human Resource Management: Theory and Practice" by John Bratton and Jeffrey Gold.

MBA 328: LABOUR LAWS, INDUSTRIAL RELATIONS AND AUDIT

Course Code: MBA 328 Core/ Elective: Elective No. of Credits: 4	Course Title LABOUR LAWS, INDUSTRIAL RELATIONS AND AUDIT
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Course Objectives:

The purpose of this course is:

- To understand the principles and practices of industrial relations.
- To analyze the role of trade unions and collective bargaining.
- To develop skills for conflict resolution and grievance redressal in the workplace.
- To learn the principles and procedures of conducting labour audits.
- To identify and address potential areas of non-compliance with labour laws.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Analyze the principles and practices of industrial relations, including the roles of different actors.
- Explain the concept of collective bargaining and its importance in resolving workplace disputes.
- Identify the legal framework surrounding trade unions and workers' rights.
- Understand the different types of labour audits and their objectives.
- Apply knowledge of labour laws and audit procedures to identify potential areas of non-compliance.

Course Outline:

Unit I: Introduction to Labour Laws - Definition and objectives of labour laws- Major labour legislations in your region (e.g., Minimum Wages Act, Industrial Disputes Act, Factories Act)- Different categories of labour laws (e.g., wages and benefits, working conditions, occupational safety and health) - The role of government agencies in enforcing labour laws.

Unit II: Industrial Relations - Concept and significance of industrial relations - Actors in industrial relations (employers, employees, trade unions, government) - Theories of industrial relations (e.g., unitarism, pluralism, Marxism) - Collective bargaining: process, negotiation strategies, and dispute settlement mechanisms.

Unit III: Trade Unions and Workers' Rights - The role and functions of trade unions - Different types of trade unions and their structures- Legal framework for trade union formation and activities- Workers' rights to freedom of association, collective bargaining, and fair treatment- the impact of technological advancements on the workplace and labour regulations.

Unit IV: Managing Conflict and Grievances - Causes of workplace conflicts and grievances- Different methods for conflict resolution (e.g., negotiation, mediation, arbitration) - Grievance redressal procedures: internal and external mechanisms- Importance of effective communication and grievance management in maintaining employee relations.

Unit V: Introduction to Labour Audit - Definition and objectives of labour audits- Importance of conducting regular labour audits for compliance and risk management - Scope of a labour audit: reviewing policies, practices, and records for adherence to labour laws- Different types of labour audits (e.g., compliance audits, due diligence audits) - Role of HR professionals in ensuring ongoing compliance with labour laws - Importance of fostering a culture of compliance within the organization.

Suggested Reading:

1. "Labour Law Reforms in India: All You Need to Know" by Rohit Rao.
2. "Industrial Relations and Labour Laws" by S.C. Srivastava.

Reference:

1. "Labour and Industrial Laws" by P.L. Malik and Peeyushi Malik.

MBA 329: CROSS CULTURE AND GLOBAL MANAGEMENT

Course Code: MBA 329 Core/ Elective: Elective No. of Credits: 4	Course Title CROSS CULTURE AND GLOBAL MANAGEMENT
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Course Objectives:

The purpose of this course is:

- To analyze the concept of culture and its impact on international business practices.
- To explore key cultural dimensions and frameworks for understanding cultural differences.
- To develop critical thinking skills to assess cultural influences on business communication, negotiation, and decision-making.
- To analyze the challenges and opportunities of managing a diverse workforce in a global setting.
- To develop strategies for effective cross-cultural leadership and team management.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Define and explain the concept of culture and its influence on international business practices.
- Analyze key cultural dimensions frameworks (e.g., Hofstede) and their application in cross-cultural management.
- Identify the challenges and opportunities presented by cultural diversity in the global workplace.
- Explain the impact of culture on communication, negotiation, and decision-making processes across cultures.
- Recognize the ethical considerations associated with global business operations and cross-cultural interactions.

Course Outline:

Unit I: Introduction to Cross-Culture and Global Management - The changing landscape of global business and the importance of cultural awareness - Definitions of culture and its various components (values, beliefs, norms, behaviors)- Understanding the impact of culture on

business practices and decision-making - Emerging trends in cross-cultural management practices and technology.

Unit II: Frameworks for Understanding Culture - Hofstede's Cultural Dimensions (power distance, individualism, masculinity, uncertainty avoidance, long-term orientation - Other cultural frameworks (e.g., Trompenaars, Globe)- Limitations and benefits of cultural frameworks in cross-cultural analysis- The impact of globalization on cultural convergence and divergence.

Unit III: Communication across Cultures - Verbal and nonverbal communication styles across cultures - Challenges of intercultural communication (e.g., language barriers, misinterpretations)- Strategies for effective communication in diverse settings - Adapting leadership styles to different cultural contexts - Fostering collaboration and conflict resolution in multicultural teams.

Unit IV: Negotiation and Decision-Making across Cultures - Cultural differences in negotiation styles and approaches- Building trust and rapport in cross-cultural negotiations- Understanding cultural influences on decision-making processes- corporate social responsibility and ethical sourcing in global supply chains - Developing a global mindset with an ethical perspective.

Unit V: Managing a Diverse Workforce -Challenges and opportunities of managing a multicultural team -Building a culture of inclusion and valuing diversity within the workplace- Strategies for motivating and leading diverse teams.

Suggested Reading:

1. "Cultures and Organizations: Software of the Mind" by Geert Hofstede, Gert Jan Hofstede, and Michael Minkov.
2. "The Culture Map: Breaking Through the Invisible Boundaries of Global Business" by Erin Meyer.

Reference:

1. "International Management: Culture, Strategy, and Behavior" by Fred Luthans, Jonathan P. Doh and Richard M. Hodgetts.

MBA 330: INTERNATIONAL HRM & CULTURAL DIVERSITY

Course Code: MBA 330 Core/ Elective: Elective No. of Credits: 4	Course Title INTERNATIONAL HRM & CULTURAL DIVERSITY
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Course Objectives:

The purpose of this course is:

- To understand the core concepts of international human resource management (IHRM) and its role in MNCs.
- To analyze the impact of cultural diversity on various HR functions (recruitment, training, compensation).
- To develop skills for managing expatriates and cross-cultural teams effectively.
- To explore global workforce trends and their implications for HR practices.
- To analyze ethical considerations in IHRM practices across different countries.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Define and explain the core concepts of International Human Resource Management (IHRM) and its role in multinational corporations (MNCs).
- Analyze the impact of cultural diversity on various HR functions, including recruitment, training, compensation, and performance management.
- Explain the challenges and opportunities associated with managing a global workforce.
- Discuss global workforce trends and their implications for HR practices.
- Identify ethical considerations in IHRM practices across different countries.

Course Outline:

Unit I: Introduction to IHRM & Cultural Diversity - Globalization and its impact on HR practices-Definition and scope of International Human Resource Management- Cultural diversity and its influence on the workplace- Importance of cultural awareness and sensitivity in IHRM- Emerging trends in IHRM: globalization of talent, technological advancements, remote work - Building a global talent management strategy for long-term success.

Unit II: Global Workforce planning & staffing - Managing a diverse global workforce- Challenges and strategies for international recruitment and selection- Developing a global talent

pool, attracting international talent- Immigration regulations, and work visa considerations- Cross-cultural simulation or presentation demonstrating cultural sensitivity.

Unit III: International Compensation & Benefits - Designing compensation packages for a global workforce - Cost-of-living adjustments and expatriate compensation strategies - Global benefits trends and considerations for different cultural contexts - Balancing standardization and localization of compensation and benefits.

Unit IV: Managing Expatriates - The selection, development, and repatriation process for expatriate assignments. Challenges faced by expatriates and their families (cultural adjustment, career development)- Strategies for supporting successful expatriate assignments and minimizing failure rates - Managing cultural differences in communication, negotiation, and conflict resolution.

Unit V: Cross-Cultural Training & Development - Importance of cross-cultural training for international HR professionals and employees- Different types of cross-cultural training programs and approaches- Developing intercultural competence and global leadership skills- Adapting performance management systems for a multicultural workforce- Importance of providing culturally sensitive feedback and performance appraisals.

Suggested Reading:

1. "International Management: Culture, Strategy, and Behavior" by Fred Luthans, Jonathan P. Doh, and Richard M. Hodgetts.
2. "Globalization and Its Discontents Revisited: Anti-Globalization in the Era of Trump" by Joseph E. Stiglitz.

Reference:

1. "Managing Across Cultures" by Susan C. Schneider and Jean-Louis Barsoux.

4-BUSINESS ANALYTICS

MBA 331: INTRODUCTION TO BUSINESS ANALYTICS & DATA SCIENCE

Course Code: MBA 331 Core/ Elective: Elective No. of Credits: 4	Course Title INTRODUCTION TO BUSINESS ANALYTICS & DATA SCIENCE
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Course Objectives:

The purpose of this course is:

- To know the significance of Business Analytics and Data Science in business.
- To understand the basic concept of data management and data mining techniques
- To learn the basic concept of machine learning.
- To know the application of business analysis.
- To understand the basic concept of Data Science Project Life Cycle.

Learning Outcomes:

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

- Understand the basics of business analysis and Data Science Knowledge.
- Understand data management, data handling and Data Science Project Life Cycle.
- Understand the data mining concept and its techniques.
- Understand and Analyzing machine learning concept.
- Understand the application of business analysis in different domains.

Unit I: Introduction: What are business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, what is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility

Unit II: Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.

Unit III: Introduction to Data Mining: The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis.

Unit IV: Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.

Unit V: Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.

Suggested Reading:

1. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer.
2. Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly.
3. Introduction to Data Science, Laura Igual Santi Seguí, Springer

References:

1. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India.
2. An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019

**MBA 332:DATA MINING TECHNIQUES-PREDICTIVE MODELING & PATTERN
DISCOVERY-USING R**

Course Code: MBA 332 Core/ Elective: Elective No. of Credits: 4	Course Title DATA MINING TECHNIQUES-PREDICTIVE MODELING & PATTERN DISCOVERY-USING R
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Course Objectives:

The purpose of this course is:

- To learn the significance of data mining in the current scenario.
- To understand the classification and clustering algorithms.

Learning Outcomes:

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

- Apply classification and clustering methods to predictive analytics using R.
- Formulate predictive analytics using R.
- Develop pattern discovery using R

Course Outline:

Unit I: Data Mining: Overview, Motivation, Definition & Functionalities, Data Processing, Form of Data Preprocessing, Data Cleaning: Missing Values, Noisy Data, (Binning, Clustering, Regression, Computer and Human inspection), Inconsistent Data, Data Integration and Transformation. Data Reduction-Data Cube Aggregation, Dimensionality reduction, Data Compression.

Unit II: Classification: Definition, Data Generalization, Analytical Characterization, Analysis of attribute relevance, Mining Class comparisons, Statistical measures in large Databases, Statistical-Based Algorithms, Distance-Based Algorithms, Decision Tree-Based Algorithms. Clustering: Introduction, Similarity and Distance Measures, Hierarchical and Partitional Algorithms. Hierarchical Clustering CURE and Chameleon. Association rules: Introduction, Large Item sets, Basic Algorithms, Parallel and Distributed Algorithms, Neural Network approach

Unit III: Data Mining process- CRISP -DM Methodology, Data Collection and Business understanding, Data and Datasets, importing data into R, Data Preprocessing: Data Cleaning, transforming variables, creating variables, Dimensionality Reduction, Modeling: Exploratory data analysis, dependency modeling using association rules, clustering, anomaly detection

Unit IV: Predictive Analytics-Evaluation Metrics, Tree-Based Model, Support Vector Machines, Artificial Neural Networks and deep learning, Model Ensembles, Evaluation- The holdout and random subsampling, cross validation, bootstrap estimates, recommended procedures, reporting and deployment, Case Study.

Unit V: Transactional Dataset, Apriori Analysis, Generating Filtering Rules, Plotting, Sequential Dataset, Apriori Sequence Analysis, Understanding the Results, Business Cases.

Suggested Reading:

1. Data Mining with R: Learning with Case Studies, Luís Torgo, Chapman and Hall/CRC; 2 editions.

References:

1. R Data Mining: Implement data mining techniques through practical use cases and real-world datasets, Andrea Cirillo, Packt Publishing; 1 edition.
2. R Data Science Essentials, By Raja B. Koushik, Sharan Kumar Ravindran, Packt Publishing.

MBA 333: DATA VISUALISATION

Course Code: MBA 333 Core/ Elective: Elective No. of Credits: 4	Course Title DATA VISUALISATION
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Course Objective:

The purpose of this course is to:

- Familiarize the students on different kinds of data representation tools for visualization of the data.

Learning Outcomes:

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

- Familiarize with the stages of the visualization, including data modelling, and mapping data attributes.
- Evaluate the effectiveness of visualizations for specific data, task, and user types.

Course Outline:

Unit I: Fundamentals of Visualizations with Tableau: Scope of tableau for data visualizations and storytelling, importing data into tableau workspace, Data joining, Measures and Dimensions in tableau, Worksheets and Dashboards. Use of various option on the workspace.

Unit II: Visual Analytics with Tableau: Tableau tools in the areas of charting, dates, table calculations and mapping. Specific types of charts including scatter plots, Gantt charts, histograms, bullet charts and several others. Discrete and continuous dates to explain your data. Create custom and quick table calculations and parameters. Different types of geographic data, how to connect to multiple data sources and how to create custom maps. Create dashboards that help you identify the story within your data.

Unit III: Fundamentals of Visualizations with Power BI: Scope of Power BI for data visualizations and storytelling, importing data into Power BI workspace, Data joining, Transforming data, Worksheets and Dashboards. Use of various option on the workspace.

Unit IV: Visual Analytics with Power BI: Power BI tools in the areas of charting, dates, table calculations and mapping. Specific types of charts including scatter plots, Gantt charts, histograms, bullet charts and several others. Discrete and continuous dates to explain your data. Create custom and quick table calculations and parameters. Different types of geographic data, how to connect to multiple data sources and how to create custom maps. Create dashboards that help you identify the story within your data.

Unit V: Fundamentals of Visualizations with Google Data Studio: Scope of Google data Studio for data visualizations, importing data into data studio workspace, Data studio homepage, Data source overview-Data studio tools in the areas of charting, dates, table calculations and mapping. Specific types of charts including scatter plots, Gantt charts, histograms, bullet charts and several others. Create custom and quick table calculations and parameters. Different types of geographic data, how to connect to multiple data sources and how to create custom maps. Create dashboards that help you identify the story within your data.

Suggested Reading:

1. Laursen, G. H., &Thorlund, J. (2016). Business analytics for managers: Taking business intelligence beyond reporting. John Wiley & Sons.
2. Healy, K. (2018). Data visualization: a practical introduction. Princeton University Press.

References:

1. Wilke, C. O. (2019). Fundamentals of data visualization: a primer on making informative and compelling figures. O'Reilly Media.
2. Sievert, C. (2020). Interactive web-based data visualization with R. CRC Press.

MBA 334: BIG DATA ANALYTICS

Course Code: MBA 334 Core/ Elective: Elective No. of Credits: 4	Course Title BIG DATA ANALYTICS
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Course Objective:

The purpose of this course is:

- To understand the significance of big data analytics platform and its uses in the current situation.

Learning Outcomes:

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

- Equip students with skill sets in applying big data analytics approaches.
- Apply big data analytics and techniques in evaluating business decisions taken by firms.
- Explain about Big Data skills tools.

Course Outline:

Unit I: Big data analytics: Definition- Key features of a big data analytics, History and Evolution of Big Data Analytics - How does Big Data Analytics work? Advantages of big data analytics, and its applications, Values of Big Data Analytics - Uses of Big Data analytics across different industries

Unit II: Tools used in big data analytics: Hadoop –Spark - Data integration software -Stream analytics tools- Distributed storage - Predictive analytics hardware and software -Data mining tools - NoSQL databases - Data warehouses. - Big data is characterized by 5 V's: Variability, Veracity, Variety, Velocity, and Volume

Unit III: Big Data skills: Analytics - Data Visualization - Knowledge of Business Domains and Big Data tools - Programming- Problem-solving -Structured Query Language (SQL) -Data Mining - Technical skills - Knowledge of Public and Hybrid clouds - Working experience - Responsibilities of Big Data professionals - challenges.

Unit IV: Big Data Applications in various sectors: Government – Business Intelligence-Marketing and Customer Analytics-Health Care-Human Resource Analytics-Financial Analytics- Marketing and Supply Chain Analytics-Social Media Analytics - Fraud detection

Unit V: Data Analytics with R Machine Learning: Introduction, Supervised Learning, Unsupervised Learning, Collaborative Filtering. Big Data Analytics with R

Suggested Readings:

1. Alex Holmes Hadoop in Practice, MANNING Publishers.
2. Multidimensional Databases and Data Warehousing, Christian S. Jensen, Torben Bach Ederson, Christian Thomsen, Morgan & Claypool Publishers, 2010.

Reference:

1. Golfarelli and Rizzi Data Warehouse Design: Modern Principles and Methodologies, McGraw-Hill, 2009.

MBA 335: DESIGN THINKING

Course Code: MBA 335 Core/ Elective: Elective No. of Credits: 4	Course Title DESIGN THINKING
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Course Objectives:

The purpose of this course is:

- To make use of practical design thinking methods in every stage of problem, with the help of method templates.
- To initiate a new working culture based on a user-centric approach, empathy, ideation, prototyping, and playful testing.
- To employ ethnographic and analysis methods, such as interviews, focus groups, and surveys.

Learning Outcomes:

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

- Apply design thinking to the current problems in order to generate innovative and user centric solutions.
- Use design thinking methods in problem-solving.
- Make use of practical design thinking methods in every stage of your problem.
- Apply design thinking to your problems in order to generate innovative and user centric solutions.
- Initiate a new working culture based on a user centric approach, empathy, ideation, prototyping, and playful testing.
- Employ ethnographic and analysis methods, such as interviews, focus groups, and surveys Applying.

Course Outline:

Unit I: Innovation & Creativity: What is Innovation? What is creativity? Difference between innovation and creativity, Role of creativity and innovation in organizations, dynamics of creative thinking, becoming creatively fit as an individual, creative insight, idea generation, idea evaluation, creativity in teams, team's environment and creativity, creating climate for creativity and an enterprise, creating an environment that keeps creative people creating, managing creative employees, leading for creativity and innovation, creativity to innovation

Unit II: Fundamentals of Design: Introduction to elements and principles of design. Learning basics of design – dot, line, shape, form as fundamental design components. Principles of design – simplicity, unity, proportion, emphasis, rhythm and balance. Learning design laws such as Gestalt's law.

Unit III: Empathy & Understanding Problem: Learn how to understand users, techniques to empathize with users and identify key user problems. Learn how to gain insights from empathy and define problems statements. Empathy tools – techniques for getting empathy insights through interviews empathy maps, emotional mapping, observation

Unit IV: Design Thinking Process: Introduction to design thinking, history of design thinking, wicked problems, case studies in design thinking, design thinking process, implementing the process in driving innovation, design thinking in social innovations Tools of design thinking – persona, customer journey map, AS-IS, TO-BE Processes, product lockdown workshops- An exercise in design thinking– implementing design thinking for making the process of a user better. Student to choose one industry segment to implement design thinking process.

Unit V: Design Thinking in Various Sectors (Health sector, Finance, Education, Infrastructure) Design thinking case studies in retail, design thinking case studies in banking, design thinking case studies in management decisions

Suggested Reading:

1. Hundred things every designer needs to know about people – Susan Weins Chenk, New Riders Publication.
2. Design Methods: A Structured Approach for Driving Innovation in Your Organization by Vijay Kumar, Wiley Publication.
3. Design of Business: Why Design Thinking is the Next Competitive Advantage by Roger L. Martin, Harvard Business Press

References:

1. How to kill creativity - Amabile, T. (2006), SAGE Publication.
2. Universal principles of Design - William Lidwell, Kritina Holden, Jill Butler, Rockport Publishers.
3. Universal methods of design – Bruce Hanington, Rockport Publishers.
4. Empathy: Why it matters, how to get it - Roman Kizanie, TarcherPerigee Publishers.
5. The Art of Empathy: A complete Guide to life's most essential skill - Karla McLaren, Sounds True Publishers.

5-TOURISM & TRAVEL MANAGEMENT**MBA 336: INTRODUCTION TO TOURISM MANAGEMENT**

Course Code: MBA 336 Core/ Elective: Elective No. of Credits: 4	Course Title INTRODUCTION TO TOURISM MANAGEMENT
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Course Objectives:

The purpose of this course is:

1. To comprehend the conceptual dimensions of the tourism industry.
2. To understand the dynamics of tourism businesses and its impacts.
3. To elucidate the application of tourism theories to the pragmatic developmental agenda.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

1. Procure comprehensive inputs on the conceptual dimensions of tourism and allied industries as well as acquaintance with the significant theoretical constructs formulated in Tourism.
2. Develop concrete understanding of the dynamics of tourism businesses and its various impacts and prospects.
3. Learners will know the aims, objectives and ways of functioning of tourism organisations as well as the latest trends and practices of global tourism.

Course Outline:

Unit I: Introduction to Tourism: Definition, Nature, Characteristics and Approaches of Tourism – Tourism vs Travel - Types of Tourism – Forms of Tourism - Classification of Tourists

– Tourism Infrastructure and Superstructure – Mass Tourism – Alternative Tourism (Medical and Health Tourism, Ecotourism, Camping, Farm/Village/ Rural Tourism, Adventure Tourism, Dark Tourism, Space Tourism, Spiritual and Wellness Tourism, Gastronomy Tourism etc.)

Unit II: Components of Tourism: Five A's of Tourism – Services and Tourism – Basic Travel Motivators – Factors influencing growth of Tourism – Components of Tourism – Elements of Tourism – Geographical components of Tourism – Benefits and Impacts of Tourism – Costs of Tourism – Tourism Satellite Accounts.

Unit III: Growth and Development of Tourism: Travel Through Ages (Trade and Commerce, Seeking Knowledge, Religion, Pleasure, Grand Tour, Annual Holiday, Travel in 19th and 20th Centuries) – Tourism in India – Tourism Promotion in 5-year plans – Tourism Information Offices – Development of Tourism from Traditional resources to Non-Traditional Resources – Paradigm Shift in Tourism Industry.

Unit IV: Tourism Theory and System: Leiper's Geo-Spatial Model - Mill-Morrison's Tourism Policy Model - Mathieson & Wall's Travel Buying Behaviour Model - Butler's Tourism Area Life Cycle (TALC) Model - Doxey's Irridex Model – Crompton's Push and Pull Theory- Stanley Plog's Psychographic Model- Gunn's Tourism Planning Model.

Unit V: Tourism Organizations: UNWTO, IATA, ICAO, WTTC, IHA, TAAI, FHRAI, ITDC, ICPB, IATO, IRCTC, State Tourism Development Corporations, Airport Authority of India, Archaeological Survey of India, Ministries of Tourism and Culture, Director General of Civil Aviation, Government of India.

Suggested Reading:

1. Goeldner, C., & Ritchie, J.R. (2011). *Tourism, Principles, Practices, Philosophies*. New Jersey: John Wiley.
2. Swain, S.K. & Mishra, J.M. (2011). *Tourism Principles and Practices*. New Delhi: OUP.
3. Tribe, J. (Ed.). (2009). *Philosophical Issues in Tourism*. United Kingdom: Channel View Publications.

References:

1. Jamal, T., & Robinson, M. (Eds.). (2009). *The SAGE Handbook of Tourism Studies*. United Kingdom: Sage Publications.
2. Thomas, R. (2013). *Small Firms in Tourism*. United Kingdom: Routledge.
3. Cooper, C. (2008). *Tourism Principles and Practice*. New Delhi: Prentice Hall.

MBA 337: TRAVEL AGENCY AND TOUR OPERATIONS MANAGEMENT

Course Code: MBA 337 Core/ Elective: Elective No. of Credits: 4	Course Title TRAVEL AGENCY AND TOUR OPERATIONS MANAGEMENT
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Course Objectives:

The purpose of this course is:

1. To give a broad idea about the travel agency and tour operators and their role in the travel and tourism industry.
2. To make the students aware of the documentation procedures and technical aspects of the travel industry.
3. To know the current trends and practices in the tourism and travel trade sector.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

1. Get an extensive idea about travel agency and tour operators and their role in travel and tourism industry.
2. Relate the work of various Travel organizations to the development and promotion of Tourism.
3. Summarize the role of Travel Agency and Tour Operators in promotion of Tourism Industry.
4. Create Packaged tours and price them accordingly.
5. Manage the accommodation units& Travel Agencies.
6. Create tour brochures/information leaflets and tourist itineraries

Course Outline:

Unit I: Travel Trade: Historical Perspectives - Types of Tour and Types of Tour Operators - Full-Service Agency - Commercial Agency - Implant Agency - Group / Incentive Agency, Wholesale and Retail Travel Agency Business - Linkages and Integration with the Principal Service Providers - Changing Scenario of Travel Trade - Departmentalization of a Travel Agency and Organizational Structure of a Standard Travel Agency - Considerations, Challenges and Organizational structure of tour operations.

Unit II: Travel Agency and Tour Operation Business: Functions of Travel Agency - Setting Up a Full-Fledged Travel Agency- Fiscal & Non-Fiscal Incentives Provided by the Government

- Sources of Income of a Travel Agency - Diversification of Business - Travel Insurance, Forex- Cargo- MICE – Documentation, Recognition: IATA Accreditation - Recognition from Government.

Unit III: Itinerary Planning and Development: Tour Itinerary: Types of Itineraries - Resources and Steps for Itinerary Planning - Do's and Don'ts of Itinerary Preparation - Tour Formulation and Designing Process - FITs and Group Tour Planning and Components - Special Interest Tours (SITs).

Unit IV: Tour Packaging and Costing: Tour Packaging: Classifications of Tour Packages - Components of Package Tours - Concept of Costing: Types of Costs - Components of Tour Cost - Preparation of Cost Sheet - Tour Pricing: Calculation of Tour Price - Pricing Strategies - Tour Packages of Thomas Cook, SOTC, MakeMyTrip and Cox and Kings.

Unit V: Travel trade Organisations: Objectives, Activities and Functions of UFTAA, PATA, TAAI, IATO, ASTA, ATOI, ADTOI, IAAI, TAFI - Case studies of Travel agency and Tour operators: Thomas Cook, SITA, TCI, Cox & Kings - Entrepreneurship, Procedure, Formal Approvals.

Suggested Reading:

1. Bhatia, A.K. (2013). The Business of Travel Agency and Tour Operations Management. New Delhi: Sterling Publishers (P) Ltd.
2. Negi, J. (2005). Travel Agency Operations: Concepts and Principles. New Delhi: Kanishka.
3. Negi, K.S. (2011). Travel Agency Management. New Delhi: Wisdom Press.

References:

1. Roday, S., Biwal, A., and Joshi, V. (2009). Tourism Operations and Management. New Delhi: Oxford University Press.
2. Foster, Dennis L., The Business of Travel Agency Operations and Administration (Singapore, 1993)
3. Mohinder Chand, Travel Agency Management- An Introductory Text (New Delhi, 2003).

MBA 338: INTERNATIONAL TOURISM AND TRAVEL MANAGEMENT

Course Code: MBA 338 Core/ Elective: Elective No. of Credits: 4	Course Title INTERNATIONAL TOURISM AND TRAVEL MANAGEMENT
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Course Objectives:

The purpose of this course is:

1. To acquaint with the interdependence between geography and tourism;
2. To familiarize on the locales, attractions, and accessibility to major international tourist destinations across the continents; and
3. To plan international tour itineraries of various countries across time zones.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

1. Students will be acquainted with the interdependence between Geography and Tourism.
2. Familiarization with the geographical resources especially locales, attractions, and accessibility features and their influences on major international tourism destinations.
3. Develop expertise in planning and designing tour itineraries of various countries across time zones as well as possess know-how on the important international tourism destinations and their key features, special interests and activities, and travel formalities.

Course Outline:

Unit I: Physical Geography, Time Calculation and Transport System: IATA Tourism Geography: Areas and Sub Areas - Map Reading: Latitude, Longitude, International Date Line, Altitude, Direction, Scale Representation, Time Zones - Calculation of Time: GMT Variation, Concept of Elapsed Time & Flying Time - GIS & Remote Sensing - Tourism Transport Systems: Major Airports and Routes, Major Railway Systems and Networks, Water Transport, Road Transport: Major International Highways - Transport Systems in India: Air, Water and Surface.

Unit II: Tourist Destinations in the Americas: Key Features - Special Interests – Activities - Travel Formalities - North American Destinations: Canada, The United States, Mexico - Central America: Bermuda, The Caribbean - South American Destinations: Brazil, Uruguay, Venezuela, Argentina, Chile, Peru – Upcoming Destinations.

Unit III: Tourist Destinations in Europe: Key Features - Special Interests – Activities - Travel Formalities - Countries: United Kingdom, France, Italy, Spain, Switzerland, Netherlands, Germany, Monaco – Upcoming Destinations.

Unit IV: Tourist Destinations in Africa: Key Features - Special Interests – Activities - Travel Formalities - Regions: Western Africa, Eastern Africa, South Central Africa, South Africa - Important Destinations: South Africa, Kenya, Egypt, Mauritius, Seychelles – Upcoming Destinations.

Unit V: Tourist Destinations, Key Features, Special Interests & Activities, Travel Formalities in Asia, Australia, and Oceania: South Asian Tourist Destinations, South-East Asia Tourist Destinations, Far East Tourist Destinations, Tourist Destinations of the Middle East and West Asia, Australia, New Zealand, Fiji, Papua New Guinea, Cook Islands, French Polynesia – Upcoming Destinations.

Suggested Reading:

1. Boniface, B., Cooper, R. & Cooper, C. (2016). World Wide Destinations – The Geography of Travel and Tourism. New York: Routledge.
2. Nelson, V. (2013). An Introduction to the Geography of Tourism. United Kingdom: Rowman and Littlefield Publisher.
3. Hall, M. (1999). Geography of Travel and Tourism. London: Routledge.

References:

1. Hall, M., & Page, S.J. (2006). The Geography of Tourism and Recreation - Environment, Place and Space. London: Routledge.
2. Hudman, L.E., & Jackson, R. H. (2003). Geography of Travel and Tourism. London: Thomson.
3. IATA. (2009). Travel Information Manual. Netherlands: IATA Publications.
4. World Atlas.

MBA 339: AIRFARES AND COMPUTER RESERVATION SYSTEMS

Course Code: MBA 339 Core/ Elective: Elective No. of Credits: 4	Course Title AIRFARES AND COMPUTER RESERVATION SYSTEMS
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Course Objectives:

The purpose of this course is:

1. To get acquainted with Aviation Industry.
2. To make the students familiarize with the basic aviation fare structure.
3. To familiarize the learner about booking of tickets through CRS and constructing airfares.
4. To extend hands on training to standard CRS packages like Amadeus, Galileo etc.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

1. Understand the nuances of airline routing, airfare construction, documentation and handling ticketing.
2. Book flight tickets through CRS software.

Course Outline:

Unit I: Introduction to Airline Industry: Important international conventions and their impacts on Air Ticketing – Freedoms of Air – Role of IATA and ICAO – Latest trends in Air Ticketing – Problems and prospects of the Indian Aviation Industry.

CRS Topics: Introduction - Flight availability - Selling Air Segments - Passenger Name records.

Unit II: Familiarization with OAG and PAT: City, Airport, Airline, Country and Equipment Codes - Minimum Connecting Time (MCT) - Global Indicators - Introduction to PAT general terms and abbreviations - PAT extracts, general rules, fares and fare rules.

CRS Topics: Supplementary Data - Modifying a PNR - Fare Displays.

Unit III: Familiarization with Air Tariff: Currency rules – NUC conversation factors – Understanding IROE and ICER tables – Journey types and pricing units – Fare selection methods - Planning itinerary by air – Fares and fare selection – International mileage and routing systems – Extra mileage allowance (EMA) – Extra mileage surcharge (EMS).

CRS Topics: Itinerary Pricing - Issuing Tickets - Advance Seat Assignments.

Unit IV: Fare construction: One way through fare construction – Round and Circle trip fare construction – Special Fares – Child and Infant Fares - Surcharges – Taxes, Fees and Commissions - Consolidator and net fares.

CRS Topics: Queues - Customer Profiles - Reference Information.

Unit V: Documentation: Understanding the E-Ticket and EMDs – Passport – VISA - Medical Certificates – Travel Insurance - General ethics to be followed by the airline staff and ticketing agents.

CRS Topics: Hotel Reservation - Car Rentals - Miscellaneous Entries.

Suggested Reading:

1. Air Traffic Manuals.
2. Davidoff, D.S. and Davidoff, P.G. (1995). Air Fares and Ticketing. New York: Prentice Hall.
3. Gupta, S.K. (2007). International Airfare and Ticketing – Methods and Techniques, New Delhi: UDH Publishers and Distributors (P) Ltd.

References:

1. Foster, Dennis L. (2010). Reservations and Ticketing with Sabre. London: CreateSpace
2. CRS Training Software.
3. CRS Study Material.

MBA 340: MANAGEMENT OF TOURISM AND TRAVEL SERVICES

Course Code: MBA 340 Core/ Elective: Elective No. of Credits: 4	Course Title MANAGEMENT OF TOURISM AND TRAVEL SERVICES
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Course Objectives:

The purpose of this course is:

1. To equip students with comprehensive knowledge on various tourism services and travel-related industries.
2. To facilitate assessment of the tourism potentials of destinations and prepare tourism development plans as well as marketing techniques.
3. To familiarize students with various supplementary operations in the travel industry, including FOREX, tour guiding, airport and cruise operations handling, etc.

Learning Outcomes:

Upon the completion of the course, the students should be able to:

1. Develop skills in conducting thorough destination assessments and concepts like destination branding and imaging.
2. Students acquire skills in conceptualizing, planning, and executing events of different scales.
3. Understand the principles and methods of handling operations in airports and cruise liners.
4. Understand the nature of tour guiding.
5. Gain comprehensive knowledge of how the foreign exchange market operates.
6. Equips students with a diverse set of skills and knowledge that are valuable for pursuing careers in the hospitality.

Course Outline:

Unit I: Destinations Planning and Management Types of Destinations- Characteristics of Destinations; Destination Management Systems; Destination Selection Process; Attributes of Destinations; Application of Service Quality in Managing Tourist Destination; Destination Branding; Destination Image Formation Process; Six 'A's Framework for Tourism Destinations; Marketing of Destinations, Airlines, Hotels, Resorts, Travel Agencies, Events and other Tourism sub – Sectors and Products.

Unit II: Hospitality Services Management: Characteristics of Hospitality Industry; Classification of Hotels; Green certification of Hotels; Front Office: Duties and Responsibilities; Type of Hotel Guests- Types of Meal Plans; Duties and Responsibilities of Housekeeping Staff; Types of Rooms; Duties and Responsibilities of F&B Staff; Types of Restaurant Menus; Evaluating Hotel Performance; Revenue and Yield Management.

Unit III: MICE Management: Managing Events: Corporate Events, Trade Shows and Exhibitions; Conventions Management; Incentive Travel; Types of Events; Size of Events-Five Cs of Event Management; Trends in Event Business - Scope of Event Business; Event Laws and Regulations; Budgeting of MICE; Event Networks and Supply Chain; Handling and Negotiating Vendors and Service Contractors; Marketing of MICE Events; MICE Entrepreneurship.

Unit IV: FOREX: Exchange Rates System - International Monetary System; Authorized Dealers and Money Changers-Mechanics of Making Foreign Payment –Costs Associated with

International Payments; Forecasting Forex Rates; Factors Affecting Exchange Rates; **Tour Guiding:** Characteristics of tour escorting profession – the difference between tour escorting and tour guiding; Pre-trip Duties and Checklist; Responsibilities at Airport and hotel; Group Management and Situation Handling; Mechanics of Tour Guiding -Tour Guiding in India and Abroad.

Unit V: Travel Related Services: The Cruise Product - Brand Value and Vessel Classification; Roles and Responsibilities on a Cruise Ship; Cruise Brands and Market; **Airport Management** - Cargo operations DGR, LAR - Aircraft Handling and Loading; ULD: Baggage Codes for Identifying ULD Contents; Tagging, Storage and Transportation of ULD; Passenger Handling - Class or Type of Fare; Aircraft Emergency Procedures; Security Management Systems in Airlines; Baggage handling: Interline and Online Transfer Baggage - Baggage Theft and Pilferage Prevention

Suggested Reading:

1. Morgan, N., Pritchard, A., and Pride, R. (2001), Destination Branding: Creating the Unique Proposition. London: Butterworth and Heinemann.
2. Fyall, A., and Garrod, B. (2005). Tourism Marketing: A Collaborative Approach (Vol. 18).Bristol: Channel View Publications.
3. Negi, J. (2014). Professional Hotel Management. New Delhi: S. Chand.

References:

1. Robinson, P., Wale, D., and Dickson, G. (2010). Events Management 'Ed'. London: CABI.
2. Philip Gibson and Richard Parkman, Cruise Operations Management: Hospitality Perspectives.Routledge; 3rd edition
3. Chowdhary, Nimit (2013). Handbook for Tour Guides. New Delhi: Matrix Publishers. (L)
4. Bhardwaj, H.P. (1994). Foreign Exchange Handbook. New Delhi: Wheeler Publishing.

6-RETAIL & SUPPLY CHAIN MANAGEMENT

MCO 341: TRADE LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code: MBA 341 Core/ Elective: Elective No. of Credits: 4	Course Title TRADE LOGISTICS AND SUPPLY CHAIN MANAGEMENT
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Course Objectives:

The purpose of this course is:

- To understand the strategic role of logistics management and the important modes of logistics operations.
- To understand the importance and dynamics of a firm's physical distribution functions and management of its supply chain.

Learning Outcomes:

Upon completion of this course, the students should be able to:

- Analyze, structure and discuss situations to identify problems in the field of LSCM and evaluate their complexity.
- Build and manage a competitive supply chain using strategies, models, techniques and information technology.
- Perceive the problems involved in warehousing, packing and material handling both at national and international level.

Course Outline:

Unit I: Overview of logistics: conceptual framework of logistics and integration-evolution of the logistics concept, logistical mission, and strategic issues-Logistics in India- Growing importance of logistics management, logistical competitive advantage- Strategic logistics in planning process -components of logistics management- functions of logistics management.

Unit II: Supply Chain Management: Introduction -Value chain- Functions and contributions, supply chain effectiveness and Indian infrastructure- Framework for supply chain solution outsourcing and 3PLs- Fourth party logistics (4PLs) supply chain relationships, conflict resolution strategies for harmonious relationships.

Unit III: Elements of Logistics and Supply Chain Management: Introduction, Positioning of information in logistics and supply chain management- logistics information system, operational logistical information system- emerging technologies in logistics and supply chain management, Growth of logistics and supply chain management in national and international scenarios.

Unit IV: Warehousing, Packaging and Material Handling and Distribution Centers:

Introduction concepts of warehousing, types of warehouse- functions of warehousing, strategic warehousing warehouse operations, ownership arrangements, warehouse decisions, warehouse management system, packaging perspectives, packaging for material handling, Efficiency, materials handling supply chain logistics design, global strategic positioning global SC Integration ,SC security, International sourcing ,distribution control and evaluation.

Unit V: Supply Chain Logistics Administration: Relationship development management relationship management, customer relationship management Focus, internal supply chain management focus, supplier relationship management focus, operational performance, financial performance, social performance

Suggested Reading:

1. Janat Shah, Supply Chain Management: Text and Cases, Pearson
2. Peter Meindl Sunil Chopra D.V. Kalra, Supply Chain Management, Pearson
3. Bowersox, Logistical Management, Mc-Graw Hill, 2000
4. Sahay B S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.
5. Raguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi, 1999.

References:

1. Coyle, Bradi & Longby, The Management of Business Logistics, 3rd Ed., West Publishing Co.
2. Christopher Martin, Logistics, and supply chain management, Pearson Education.
3. Bowersox, supply chain Logistics management, McGraw Hill.
4. Douglas M. Lambert, James S. Stock and Lisa M. Ellram (1998) Fundamentals of Logistics management The McGraw Hill Companies, New York.
5. Gourdin, Kent N., Global Logistics Management (2001), Blackwell Publishers Ltd. Oxford.
6. Martin Christopher, Logistics, and supply chain management (2000), Financial Times Management, Pitman Publishing London.
7. Kapoor Satish K., and Kansal Purva, Basics of Distribution Management: A Logistical Approach, Prentice HALL of India.
8. D.K. Agarwal, Distribution and Logistics Management: A strategic Marketing Approach, Macmillan Publishers India 2007.

9. Alan Ruston, Phil Crouchers, Peter Baker, The Handbook of Logistics and Distribution Management, Kogan Page India New Delhi.

MCO 342: GLOBAL SUPPLY MANAGEMENT AND INTERNATIONAL LOGISTICS

Course Code: MBA 342 Core/ Elective: Elective No. of Credits: 4	Course Title GLOBAL SUPPLY MANAGEMENT AND INTERNATIONAL LOGISTICS
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Course Objectives:

The purpose of this course is:

1. To understand the significance of the supply chain and logistics management in the domestic and the global scenario.
2. To know the global marketing environment and entry strategies.
3. To get knowledge on export sales contract and its components.
4. To understand the role of global security supply chain management and its significance in the global trade.
5. To create knowledge on the various specialized software's in the global supply chain process.
6. To understand the global trade scene in EU, ASIA and North America.

Learning Outcomes:

Upon the completion of this course, students should be able to:

1. Understand the differences between the domestic and global supply chain and logistics management practices.
2. Analyze global marketing environment and its impact on the supply chain and logistics management decisions.
3. Evaluate global markets to select the suitable global entry strategies.
4. Analyze export sales contract and its components to enter into the global markets.
5. Evaluate the role of global security supply chain management and its significance in the global trade.
6. Understand the significance of the specialized software's in the global supply chain process.
7. Evaluate the global trade scene on supply chain and logistics decisions in EU, ASIA and North America.

Course Outline:

Unit I: Introduction: Role of the supply chain, Managing the supply pipeline for global trade flows, The Global logistics operator, Comparison between Domestic and International Logistics, Factors driving Global supply chain management, Customs and Global supply chain management, Management of the inventory in the supply chain including vendor management, Factors contributing to the development of logistics, Asset management in the supply chain, Lean supply chain management.

Unit II: Export Sales Contract: Introduction, Marketing environment, Market entry strategy, constituents of the export sales contract, evolution and revolution of logistics & supply chain management, Modern logistics concepts, Logistics department, Contract of Affreightment: Terms of delivery-Incoterms 2000, Factors determining choice of Incoterms 2000.**Trade Finance:** Introduction, Currency, Credit terms. Market development strategy with global logistics focus.

Unit III: Constituents of the International Purchasing: International purchasing system constituents, Negotiating the contract, Financing global supply chains.

Selecting the International Logistics Operator: Criteria of selecting the third-party logistics operator, the key factors in the development of a successful T-P-L, Contract logistics.

International Transport: Trade-offs inherent in international logistics-Multi-Modalism, Key factors in a transport mode trade-off.

Unit IV: Operations Management: Supply chain cycle time management reduction, Logistics results evaluation strategy, Demand-driven supply network.

Security Global Supply Chain: ISPS code, CSI and C-TPAT, Radio Frequency Identification (RFID).

Unit V: Specialized Software in the Supply Chain Process: Need for specialized systems, Functions & Objectives of a specialized international trade system.

Global Trade Scene: Introduction, European Union, ASIA, North America-Logistics & Supply chain strategic environment.

Suggested Reading:

1. Alan. E. Branch, "Global Supply Chain Management & International Logistics", Taylor & Francis.
2. Douglas Long, International Logistics: Global Supply Chain Management, Springer New York NY, August 2003.

References:

1. John.T. Mentzer, Maththew B. Myers, Theodore P. Stank, "Global Supply Chain Management", SAGE Publications.

2. John Mangam, Chandra, Augustina Calatayud, Global Logistics & Supply Chain Management, Fourth-edition, Wiley Publishers.

MBA 343: GREEN SUPPLY CHAIN MANAGEMENT

Course Code: MBA 343 Core/ Elective: Elective No. of Credits: 4	Course Title GREEN SUPPLY CHAIN MANAGEMENT
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Course Objectives:

The purpose of this course is:

1. To provide foundational knowledge associated with the green supply chain.
2. To understand the implication of today's most pressing environmental issues.

Learning Outcome:

Upon the completion of this course, the students should be able to

1. Describe how the various green supply chain practices can actually save money, increase efficiency and reduce delivery time.

Course Outline:

Unit I: Introduction, Definition, Basic Concepts, Traditional Supply Chain Management Vs. Green Supply Chain Management, Environmental Concern Supply Chain, Determinants of Green Supply Chain Management (GSCM), Closed-loop Supply Chain, Corporate Environmental Management, GSCM benefits and challenges, GSCM Practices.

Unit II: Eco-design: Definition of Eco-Design, Design for the Environment (DFE) or Eco-Design, Eco Design and Supplier Relationships, Tools of Eco-Design Product, Involving suppliers in eco-design product: Drivers of eco-design product, Challenges in eco-design product, Green Marketing factors of Green Supply Chain Management.

Unit III: Green Procurement and Purchasing: Definition of green purchasing, Drivers of green purchasing, Green purchasing strategies, Green purchasing performance measurement, Green Supplier Development and Collaboration.

Unit IV: Green Manufacturing or Production: Evolution, Definitions, 4Re's: recycling, remanufacturing, reuse and reduction, Closed-loop Manufacturing, ISO 14000 systems, Life Cycle Analysis (LCA), Lean Management for Green Manufacturing or Production.

Unit V: Green Logistics and Transportation: Definitions of Green Logistics, Critical drivers of Green Logistics, Green transportation and logistics practices, Environmental impacts of transportation and logistics, Closing the Loop: Reverse Logistics.

Suggested Reading:

1. Joseph Sarkis, Yijie Dou. Green Supply Chain Management: A Concise Introduction, Routledge.
2. Charisios Achillas, Dionysis D. Bochtis, Dimitrios Aidonis, Dimitris Folinas. Green Supply Chain Management, Routledge.

References:

1. Hsiao-Fan Wang, Surendra M. Gupta. Green Supply Chain Management: Product Life Cycle Approach, McGraw Hill publishing.
2. Stuart Emmett, Vivek Sood. Green Supply Chains: An Action Manifesto by Stuart Emmett, Wiley publications

MBA 344: INTERNATIONAL RETAILING

Course Code: MBA 344 Core/ Elective: Elective No. of Credits: 4	Course Title INTERNATIONAL RETAILING
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Course Objectives:

The purpose of this course is:

1. To introduce the student to the various aspects and concepts of international retailing.
2. To develop skills in the identification, analysis and solution to the problems encountered in the theories and practice of international retailing.

Learning Outcomes:

Upon the completion of this course, the students will be able to

1. Identifying key concepts of internationalization of retailing and entry modes.

2. Executing Location decision factors in international markets.
3. Carrying out retailing in developed and emerging foreign markets.
4. Finding out the processes of retailing in multinational markets.

Course Outline:

Unit I: Introduction – Geography of Retailing – Standardisation and Adaptation – International Manufacturing – Entry Strategy – International Retailers – Reasons for Internationalisation – Types of International Firms Expanding into International Markets - Entry Modes – The Roots of Expansion – Types of Retail Internationalisation – Theoretical Explanations for Internationalisation – Stages Theory – Risk Theory – Macro Environmental Factors

Unit II: Location Factors: Importance of Location – Metropolitan and Micropolitan Statistical Areas –Economic Environment – Competitive Environment – Technological Environment – Social Environment –Government Environment – Retail Law & Legal Systems – Government Influences on Ownership - Laws of Comparative Advantage – Absolute and Relative Advantage – Factors Influencing International Trade - World Trade Organization.

Unit III: RETAILING IN DEVELOPING AND EMERGING MARKETS: Roots of Retail in Developed and Developing Countries – Stages of Development – Traditional Retail Systems – Fragmented Markets - Channels – Competitors – Limited Product Variety – Flexible Prices and Bargaining - Informal and Formal Credit – Consumer Characteristics – Retail and Wholesale Practice – Channel Communications – Market Research – Profitability and Channel Performance.

Unit IV: RETAILING IN MULTINATIONAL MARKETS: Introduction – Benefits of Multinational Markets – Large Mass Markets – Improved Channels of Distribution, Advertising & Transportation – Increased Trade with Member Nation – Benefits to Consumers of Lower Internal Tariff Barriers – Drawbacks of Multinational Markets – Increased Competition & Opportunities for Retailers – Inflation and Deflation – Additional Layers of Government Complexity – Levels of Multinational Cooperation.

Unit V: Case Studies on International Retailing

Case Studies on Retailing Practices in (USA): Wall Mart, Kroger, JC Penny, Alberstons, J.Sains Bury (UK) Metro (Germany) , Big Bazaar(India), Reliance(India).

Suggested Reading:

1. Gibson G. Vedamani, "Retail Management – Functional Principles and Practices", 4th Edition, 2008, Jaico Publishing House.
2. S.C. Bhatia, "Retail Management", 2008, Atlantic Publishers.

Reference:

1. John Dawson, Roy Larke and Masao Mukyama," Strategic Issues in International Retailing", 2006, Routledge Taylor & Francis Group.

MBA 345: RETAIL ANALYTICS

Course Code: MBA 345 Core/ Elective: Elective No. of Credits: 4	Course Title RETAIL ANALYTICS
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Course Objectives:

The purpose of this course is:

1. To understand the role of analytics in retailing.
2. To learn the applications of analytics in retail business.

Learning Outcomes:

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

1. Apply descriptive, predictive and prescriptive analytics in functioning of the retail business.

Course Outline:

Unit I: Introduction to Retail Analytics: Definition, Importance, Functions, Types of analytics, Role and applications of analytics in retailing, In-store analytics-Inventory and product assortment analytics- customer analytics. Market Basket Analysis-cross-selling, and targeted marketing campaigns- Lift Introduction, Computing lift of two products, Computing Three-Way Lifts, Using Lift to Optimize Store layout, Explanatory Examples using spread sheets.

Unit II: Descriptive and Predictive retail analytics: Role of the descriptive analytics in understanding retail consumer behaviour- Predictive analytics in understanding retail consumer purchase decision making- Diagnostic and prescriptive analytics in service quality and service recovery.

Unit III: Scanpro Model Variants Forecasting and modeling sales- Time series analysis- Regression analysis- identify relationships between sales and other variables such as advertising, pricing, economic indicators, and customer demographics - Machine learning techniques, such as decision trees, random forests, gradient boosting, and neural networks for sales forecasting- Predictive analytics.

Unit IV. Retail Space, Sales Resources, Introduction to Retail Resource Allocation, Data Analytics for Retail Resource Allocation, Inventory Management (JIT), ABC analysis, Space Optimization Store layout and design principles, optimum allocation of retail resources.

Unit V. Data Quality Assessment and Enhancement, address missing values, outliers, and inconsistencies, Data cleaning, imputation, and outlier detection to enhance data quality, common models including ARIMA, Exponential Smoothing methods, Prophet, LSTM networks, and Gradient Boosting Machines (GBM)

Suggested Reading:

1. Marketing Analytics by W L Winston (Wiley).
2. Marketing Engineering by Gary L Lilien and Arvind Rangaswamy (Pearson) Tim Brown, Change by Design, Harper 2009.

Reference:

1. Mullins, John and Komisar, Randy, Getting to Plan B: Breaking Through to a Better Business Model, HBR Book.
2. Hill, C.W.L., Cronk, T and Wickramasekera, R., Global Business Today, McGraw-Hill

MBA 313: BUILDING MATHEMATICAL ABILITY & FINANCIAL LITERACY

Course Code: MBA 313 Core/ Elective: CCC-II No. of Credits: 4	Course Title Building Mathematical Ability and Financial Literacy
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Course Objectives

- To familiarize with fundamental mathematical concepts including set theory, permutations and combinations.
- To understand the logical reasoning for efficient problem-solving, analysis of propositions and conditional statements.

Learning Outcomes

Upon completion of the course, students should be able to:

- Analyzing financial instruments like stocks, shares, loans, insurance and income tax liabilities.
- Ability to compute measures of central tendency, dispersion, correlation and regression.

Course Outline

Unit I

Mathematics: Basic set theory - Permutations and combinations - Mathematical logic: Introduction - proposition and truth values - logical connectives, tautology and contradiction - logical equivalences - converse, inverse and Contrapositive of a conditional statement.

Unit II

Commercial Mathematics: Cost price - selling price - profit and loss - simple interest - compound interest (reducing balance and flat rate of interest) - stocks and shares. Housing loan - insurance - simple equated monthly installments (EMI) calculation - Income tax: simple calculation of individual tax liability.

Unit III

Statistics: Sources of data: primary and secondary - types of data, graphical representation of data - Population, sample, variable - parameter. Statistic, simple random sampling - use of random number tables - Measures of central tendency: arithmetic mean, median and mode; measures of dispersion: range - variance - standard deviation and coefficient of variation - Bivariate data: scatter plot, Pearson's correlation coefficient, simple line regression.

Unit IV

Financial Literacy: Money Market: Money and its functions –The concepts and definitions of money-Measurements of money supply –Advantages of money. Indian Financial System and Institutions: Banking and non-Banking financial institutions, Scheduled and Non-scheduled Banks- Commercial Banks, recent innovations in Banking, Merging of Indian Banks, CIBIL, role and functions of Reserve Bank of India. Capital Markets: primary market, secondary market, role and functions of SEBI.

Suggested Reading:

1. Medhi, J. (2006). *Statistical Methods: An Introductory Text*. Wiley Eastern Ltd.
2. Building Mathematical Ability, Foundation Course, University of Delhi, S. Chand Publications.
3. Lewis, M.K. and p. d. (2000) Monetary Economics. Oxford University press, New york,.

References:

1. Rangarajan, C. (1999). *Indian Economy: Essays in Money and Finance*.
2. Brahmaiah, B., & Subbarao, P. (1998). *Financial Futures and Options*. Himalaya Publishing House.

SEMESTER-IV**MBA 401: INTERNATIONAL BUSINESS**

Course Code: MBA 401 Core/ Elective: Core No. of Credits: 4	Course Title INTERNATIONAL BUSINESS
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Course Objective:

The purpose of this course is:

1. To familiarize the key issues related to the business operations at international level.
2. To compare cultures and societies globally using socio economic and cultural frameworks.

Learning Outcome:

Upon the completion of this course the students will be able to:

1. Understand the modes of entry into international markets.
2. Illustrate the theoretical foundations of international trade and balance of payment.
3. Explain the impact of foreign environment on business decisions.

Course Outline:

Unit I: International Business: Importance, Nature, and Scope; Modes of entry into international business; Management of international business operations – complexities and issues; IT and international business, India's involvement in International Business.

Unit II: Theoretical Foundations of International Trade: Reasons for international trade; theories of international trade; Gains from trade; Foreign trade multiplier; Terms of trade.

Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects; World trade and protectionism. Balance of Payment Account: Current and Capital Account components and accounting system; Balance of payment deficits and adjustment policies.

Unit III: International Business Environment: Framework for analysing international business environment; Domestic and foreign environments and their impact on international business decisions; World trading environment – Pattern and structure of world trade in goods and services; Counter trade. International Financial Environment: Exchange rate mechanism and arrangement; International money and capital markets; Foreign investment flows – Pattern, structure, and effects. Movements in foreign exchange and interest rates and their impact on trade and investment flows.

Unit IV: International Economic Institutions and Agreements: WTO, IMF, World bank, UNCTAD, Agreement on Textiles and Clothing, GSP, GSTP and other international agreements and treaties; International commodity trading and agreements- India's involvement and consequences.

Unit V: Regional Economic Integration: Free trade area, customs union, and common market; Theory of customs union; Trade creation and diversion effects; Regionalism vs. Multilateralism; Structure and functioning of EC and NAFTA; Regional Economic Cooperation. Multinationals (MNCs) in International Business: Issue in investment, technology transfer, pricing, and regulations; International collaborations and strategic alliances. Contemporary Developments and Issues in International Business.

Suggested Reading:

1. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Prentice Hall, 2009.
2. Hill, Charles, W.L., International Business, McGraw Hill Company, New York, 2009.

Reference:

3. Ball, Donald, Wendall H. McCulloch, Michael Geringer, Michael S. Minor and Jeanne M. McNett, International Business: The Challenge of Global Competition, 12th edition, 2009, McGraw Hill Co.