

## **UNIVERSITY VISION AND MISSION**

### **VISION**

B.S. Abdur Rahman Institute of Science & Technology aspires to be a leader in Education, Training and Research in Engineering, Science, Technology and Management and to play a vital role in the Socio-Economic progress of the Country.

### **MISSION**

- To blossom into an internationally renowned University.
- To empower the youth through quality education and to provide professional leadership.
- To achieve excellence in all its endeavors to face global challenges.
- To provide excellent teaching and research ambience.
- To network with global Institutions of Excellence, Business, Industry and Research Organizations.
- To contribute to the knowledge base through Scientific enquiry, Applied Research and Innovation.





## **VISION AND MISSION OF THE CRESCENT BUSINESS SCHOOL**



### **VISION**

To develop catalysts to meet global challenges of business transformation.

### **MISSION**

To become an internationally reputed B-school by

- Producing competent and socially responsible management professionals to meet local and global business requirements.
- Conducting innovative research and to disseminate knowledge output to end users.
- Endeavoring excellence in academia industry interface



**B.S.ABDUR RAHMAN  
UNIVERSITY**

B.S. ABDUR RAHMAN INSTITUTE OF SCIENCE & TECHNOLOGY  
(Estd.u/s 3 of the UGC Act, 1956)

(FORMERLY B.S.ABDUR RAHMAN CRESCENT ENGINEERING COLLEGE)  
Seethakathi Estate, G.S.T. Road, Vandalur, Chennai - 600 048.



**CRESCENT BUSINESS SCHOOL**

**REGULATIONS 2013**

**(WITH AMENDMENTS INCORPORATED TILL JUNE 2015)**

**FOR**

**MANAGEMENT PROGRAMME**



# **REGULATIONS - 2013 FOR MBA DEGREE PROGRAMME**

## **1.0 PRELIMINARY DEFINITIONS & NOMENCLATURE**

In these Regulations, unless the context otherwise requires:

- i) **"Programme"** means Post Graduate Degree Programme (MBA)
- ii) **"Course"** means a theory or practical subject that is normally studied in a trimester, like Management concepts, Marketing Management, Financial accounting, etc.
- iii) **"University"** means B.S.Abdur Rahman University, Chennai, 600048.
- iv) **"Institution"** unless otherwise specifically mentioned as an autonomous or off-campus institution means B.S.Abdur Rahman University.
- v) **"Academic Council"** means the Academic Council of this University.
- vi) **"Dean (Academic Affairs)"** means Dean (Academic Affairs) of B.S.Abdur Rahman University.
- vii) **"Dean (Student Affairs)"** means Dean(Student Affairs) of B.S.Abdur Rahman University.
- viii) **"Controller of Examinations"** means the Controller of Examinations of B.S.Abdur Rahman University who is responsible for conduct of examinations and declaration of results.

## **2.0 PROGRAMME OFFERED, MODE OF STUDY AND ADMISSION REQUIREMENTS**

### **2.1 P.G. Programme Offered**

The P.G. Programme and its mode of study are as follows:

<b>Degree</b>	<b>Mode of Study</b>	<b>Pattern</b>
MBA	Full Time	Trimester

### **2.2 MODE OF STUDY**

#### **2.2.1 Full-time**

Students admitted under "Full-Time" shall be available in the Institution during the complete working hours for curricular, co-curricular and extra-curricular activities assigned to them.

**2.2.2** A full time student is permitted to carry out a project in a business organization during the final trimester under the joint supervision of a faculty member and an officer of the organization

**2.3 ADMISSION REQUIREMENTS**

**2.3.1** Students with any degree from UGC recognized institutions with 10+2+3 or 10+2+4 pattern are eligible to apply. To be considered for selection, the student should have either appeared for Management Aptitude Test (MAT), B.S. Abdur Rahman University Aptitude Test (BSAUAT) or any other nationally recognized entrance test. Selection is based on the combined scores obtained by the candidate for their performance in entrance test, degree marks, group discussion and personal interview.

**2.3.2** Eligibility conditions for admission such as class obtained, number of attempts in the qualifying examination and physical fitness will be as prescribed by this Institution from time to time.

**3.0 DURATION AND STRUCTURE OF MBA PROGRAMME**

**3.1** The minimum and maximum period for completion of MBA are given below:

<b>Programme</b>	<b>Min. No. of Trimesters</b>	<b>Max. No. of Trimesters</b>
MBA (full time)	6	12

**3.2** The MBA programme consist of the following components as prescribed in the respective curriculum

**M.B.A. DEGREE PROGRAMMES:**

- i. Core courses
- ii. Elective courses
- iii. Project work / thesis / dissertation
- iv. Laboratory Courses
- v. Case studies
- vi. Seminars
- vii. Industrial Internship
- viii. Group discussion
- ix. Mini project
- x. Quiz
- xi. Special Assignment, etc.

**Management Programme**

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- 3.3** The curriculum and syllabi of MBA programme shall be approved by the Academic Council of this University.
- 3.4** The minimum number of credits to be earned for the successful completion of the MBA programme shall be specified in the curriculum of the MBA programme.
- 3.5** Each academic trimester shall normally comprise of 45-50 working days spread over 12 to 13 weeks. Trimester-end examinations will follow immediately after the last working day.
- 3.6** The curriculum of MBA programme shall be so designed that the minimum prescribed credits required for the award of the degree shall be within the limits specified below:

<b>Programme</b>	<b>Minimum prescribed credit range</b>
MBA	110-125

- 3.7** Credits will be assigned to the courses for MBA programme as given below:
- \* One credit for one lecture period per week
  - \* One credit each for seminar/practical session/project of two or three periods per week
  - \* One credit for two weeks of industrial internship
- 3.8** The number of credits registered by a student in non-project trimester and project trimester should be within the range specified below:

<b>P.G. Programme</b>	<b>Non-project Trimester</b>	<b>Project Trimester</b>
MBA	21 to 24	18 to 24

- 3.9** The electives from the curriculum are to be chosen with the approval of the Dean (CBS).

A student can do dual specialization in the functional areas. He/she should choose one major functional area with totally six elective courses and one minor functional area with totally four elective courses in second year.

- 3.10** A student has the option to specialize in one major functional area and one minor functional area. During second year, in addition to compulsory courses, students would choose totally 6 elective courses for specialization in the major functional area: three elective courses in trimester IV and three elective courses in Trimester V. In addition they would be required to register in four elective

## Management Programme

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courses specialization in minor functional area: Two elective course in Trimester IV and Two elective courses in Trimester V. List of elective courses in each area of specialization is presented in the curriculum.

- 3.11** The medium of instruction, examination, seminar and project/thesis/dissertation reports will be English.
- 3.12** Students are required to undergo Summer Internship for 4-6 weeks in a business organization (after the end-term examination of III Trimester). Students should submit to CBS the Summer Internship completion certificate issued by the company.
- 3.13** Students are required to submit a report to CBS. They would be required to make a presentation on the Summer Internship experience before a panel.

### **3.14 PROJECT WORK/THESIS/DISSERTATION**

- 3.14.1** Project work / Thesis / Dissertation shall be carried out under the joint supervision of a faculty member and an officer of the organization. The project can also be done unattached to an organization under the supervision of a faculty member.
- 3.14.2** Project work / Thesis / Dissertation shall be pursued for a minimum of 12 weeks during the final trimester.
- 3.14.3** One hard and one soft copy of the project report duly signed by the supervisors and the Dean (CBS) are to be submitted to the school before the specified date.

## **4.0 CLASS ADVISOR AND FACULTY MENTOR**

### **4.1 CLASS ADVISOR**

A faculty member will be nominated by the Dean CBS as Class Advisor for the whole class.

He/she is responsible for maintaining the academic, curricular and co-curricular records of all students throughout their period of study.

### **4.2 FACULTY MENTOR**

To help the students in planning their courses of study and for general counseling on the academic programme, the Dean CBS of the students will attach a certain number of students to a faculty member of the department who shall function as Faculty Mentor for the students throughout their period

of study. Such Faculty Mentor shall offer advice to the students on academic and personal matters, and guide the students in taking up courses for registration and enrolment every trimester.

## **5.0 CLASS COMMITTEE**

**5.1** Every class of the MBA Programme will have a Class Committee constituted by the Dean (CBS) as follows:

- i. Teachers of all courses of the programme
- ii. One senior faculty preferably not offering courses for the class, as Chairperson.
- iii. Minimum two students of the class, nominated by the Dean (CBS) .
- iv. Professor in-charge of the MBA Programme - Ex-Officio Member.
- v. Class Advisor- Ex-Officio Member

**5.2** The Class Committee shall be constituted by the Dean of the School.

**5.3** The basic responsibilities of the Class Committee are to review the progress of the students of the class to discuss problems concerning curriculum and syllabi and the conduct of classes. The type of assessment for the course will be decided by the teacher in consultation with the Class Committee and will be announced to the students at the beginning of the trimester. Each Class Committee will communicate its recommendations to the Dean (CBS) and Dean (Academic Affairs). The class committee, without the student members, will also be responsible for the finalization of the trimester results and award of grades.

**5.4** The Class Committee is required to meet at least thrice in a trimester, first within a week of the commencement of the trimester, second, after the first assessment and the third, after the trimester-end examination to finalize the grades.

## **6.0 REGISTRATION AND ENROLMENT**

For the first trimester every student has to register and enroll on a specified date notified to the student. For the subsequent trimesters, registration for the courses will be done by the student during a specified week before the end of final examination of the previous trimester.

**7.0 BREAK OF STUDY FROM THE PROGRAMME**

A student may be permitted to have a break of study from the programme up to a maximum of three trimesters for valid reasons. Such student has to rejoin only in the same trimester from where he/she left. However, the total duration for completion of the programme shall not exceed maximum number of four years.

**8.0 MINIMUM REQUIREMENTS TO REGISTER FOR PROJECT / THESIS / DISSERTATION**

**8.1** A student is permitted to register for project trimester, if he/she has earned the minimum 50 credits

**8.2** If the student has not earned minimum 50 number of credits specified, he/she has to earn the required credits before registering for the sixth trimester.

**9.0 DISCIPLINE**

**9.1** Every student is required to observe discipline and decorous behavior both inside and outside the campus and not to indulge in any activity, which will tend to bring down the prestige of the Institution.

**9.2** Any act of indiscipline of a student reported to the Dean will be referred to a Discipline and Welfare Committee for taking appropriate action.

**9.3** Every student should have been certified by the Dean that his / her conduct and discipline have been satisfactory.

**10.0 ATTENDANCE REQUIREMENT AND TRIMESTER / COURSE REPETITION**

**10.1** A student shall earn 100% attendance in the contact periods of every course, subject to a maximum relaxation of 25%. A student should secure not less than 75% attendance in each course in that trimester. If a student who could secure attendance between 65% and 75% only in any of the course(s) due to medical reasons (hospitalization / accident / specific illness) or due to participation in the College / University / State / National / International level sports events with prior permission from the Officials concerned shall be given exemption from the prescribed attendance requirement and he / she shall be permitted to appear for the current trimester examinations.

The students who do not fulfill the above attendance requirement will be given 'I' grade in that course and will not be permitted to write the end trimester

examination. Such students should repeat that course of the trimester as and when it is offered.

- 10.2** The list of students who have not met the attendance requirement in each course is sent to the Dean (Academic Affairs) through the Dean (CBS). Thereupon, the Dean (Academic Affairs) shall issue orders preventing students from appearing for the trimester end examination of the specified course.
- 10.4** If a student fails in a course, he/she will be given U grade. If the student with "U" grade repeats any particular course and fails to earn the minimum attendance requirement while doing that course, then he/she will not be permitted to write the trimester end examination. However, continuous assessment marks earned earlier shall continue.

### **11.0 ASSESSMENTS AND EXAMINATIONS**

- 11.1** For lecture-based courses, students would be evaluated on a continuous basis by assessment components such as tests/quiz/case studies/mini projects/industry based assignments, etc. by the course faculty. There will be no substitute assessment for the test component in the continuous assessment.
- 11.2** There shall be a final examination of two hours duration for 50 marks, at the end of the trimester, in each lecture based course.
- 11.3** Students are required to carry out a project in a business organization under the joint supervision of a faculty member and an officer of the organization. The project can also be done unattached to an organization under the supervision of a faculty member. One hard and one soft copy of the project report are to be submitted to the school before the specified date.

The evaluation of the Project work will be based on the project report and a Viva-Voce Examination by a panel consisting of the supervisor concerned and Internal Examiners.

- 11.4** Students are required to undergo Summer Internship for 4-6 weeks in a business organization (after the trimester-end examination of III Trimester). Students should submit the Summer Internship report and completion certificate issued by the company to CBS. They shall make a presentation on the Summer Internship experience before a panel of examiners.

## 12.0 WEIGHTAGES

12.1 The following shall be the weightages for different courses:

i) <b>Lecture based course</b> Continuous assessments Trimester end examination	50% 50%
ii) <b>Laboratory Courses</b> Continuous assessments Trimester end examination	50% 50%
iii) <b>Project work</b> Periodic Review Evaluation of Project Report by External Examiner Viva Voce Examination	50% 20% 30%

12.2 Appearing for trimester end examination for each course (Theory and Practical) is mandatory for the successful completion of course

12.3 The markings for all assessment components and trimester end examinations will be on absolute basis. The final percentage of marks is calculated in each course as per the weightages given in clause 12.1.

## 13.0 SUBSTITUTE EXAMINATION

A student who has missed trimester end examination of a course may be permitted to write a substitute examination. However, permission to take up a substitute examination will be given under exceptional circumstances, such as accident or admissions to a hospital due to illness, etc.

A student shall apply in a prescribed form to the Dean (CBS) for approval within a week from the date of missed assessment.

## 14.0 COURSEWISE GRADING OF STUDENTS AND LETTER GRADES

14.1 Based on the trimester performance, each student is awarded a final letter grade at the end of the trimester in each course. The letter grades and the corresponding grade points are as follows, but grading has to be relative grading

Letter Grade	Grade points
S	10
A	9
B	8
C	7
D	6
E	5
U	Failure
I	Inadequate attendance
W	Withdrawal from the course
AB	Absent for trimester-end exam

**14.2** A student is considered to have completed a course successfully and earned the credit if he/she secure 5 grade points or higher. A letter grade 'U' in any course implies unsuccessful performance in that course.

**14.3** A course successfully completed cannot be repeated for any reason.

**15.0 AWARD OF LETTER GRADE**

**15.1** A final meeting of the Class Committee without the student member(s) will be convened after the trimester end examination. The letter grades to be awarded to the students for different courses will be finalized at the meeting.

**15.2** After finalization of the grades at the class committee meeting, the Dean (CBS) will forward the results to the Controller of Examinations.

**16.0 DECLARATION OF RESULTS**

**16.1** After finalization by the Class committee as per clause 14.1, the Letter grades awarded to the students in each course shall be published in the University website after duly approved by the Controller of Examinations.

**16.2** In case any student feels aggrieved about the results, he/she can apply for reevaluation after paying the prescribed fee for the purpose, within two weeks from the announcement of results. A committee will be constituted by the concerned Dean comprising of the Chair-person of the concerned Class committee, the faculty member concerned and another faculty member of

the department who is knowledgeable in the concerned course. If the Committee finds that the case is genuine, it may jointly revalue the answer script and forward the revised marks to the Controller of Examinations with full justification for the revision, if any.

- 16.3** The "U" grade once awarded stays in the grade sheet of the students and is not deleted when he/she completes the course successfully later. The grade acquired by the student later will be indicated in the grade sheet of the appropriate trimester.

**17.0 COURSE REPETITION AND ARREAR EXAMINATION**

- 17.1** A student can withdraw from an enrolled course at any time before the second assessment for genuine reasons, with the approval of the Dean (Academic Affairs), on the recommendation of the Dean of the student.

- 17.2** A student should register to re-do a core course wherein "W" grade is awarded. If the student is awarded "W" grade in an elective course either the same elective course may be repeated or a new elective course may be taken.

- 17.3** A student who is awarded "U" or "AB" grade in a course shall write the trimester-end examination as arrear examination, at the end of the next trimester, along with the regular examinations of next trimester courses.

**18.0 GRADE SHEET**

- 18.1** The grade sheet issued at the end of the trimester to each student will contain the following:

- (i) the credits for each course registered for that trimester.
- (ii) the performance in each course by the letter grade obtained.
- (iii) the total credits earned in that trimester.
- (iv) the Grade Point Average (GPA) of all the courses registered for that trimester and the Cumulative Grade Point Average (CGPA) of all the courses taken up to that trimester.

- 18.2** The GPA will be calculated according to the formula

$$GPA = \frac{\sum_{i=1}^n (C_i)(GP_i)}{\sum_{i=1}^n C_i} \quad \text{Where } n = \text{number of courses}$$

**18.3** Classification of the award of degree will be as follows:

<b>CGPA</b>	<b>Classification</b>
8.50 and above, having completed all courses in first appearance	First class with Distinction
6.50 and above, having completed within a period of 3 trimesters beyond the programme period	First Class
All others	Second Class

However, to be eligible for First Class with Distinction, a candidate should not have obtained U or I grade in any course during his/her study and should have completed the programme requirements within a minimum period covered by the minimum duration (clause 3.1) plus authorized break of study (clause 7), if any. To be eligible for First Class, a candidate should have passed the examination in all courses within the specified minimum number of trimesters from his/her commencement of study plus three trimesters. For this purpose, the authorized break of study will not be counted. The candidates who do not satisfy the above two conditions will be classified as Second Class. For the purpose of classification, the CGPA will be rounded to first decimal place. For the purpose of comparison of performance of candidates and ranking, CGPA will be considered up to three decimal places.

**19.0 ELIGIBILITY FOR THE AWARD OF THE MASTERS DEGREE**

**19.1** A student shall be declared to be eligible for the award of the MBA Degree if he/she has:

- i) Registered for and undergone all the compulsory and optional courses and completed them successfully
- ii) Acquired the required credits within the stipulated time, as specified in the curriculum
- iii) Successfully completed the field visit/industrial training, if any, as prescribed in the curriculum
- iv) Cleared all dues to the Institution, Hostels and Library and obtained a no-due certificate from the respective authority
- v) No disciplinary action is pending against him/her

**19.2** The award of the degree must be approved by the University.

**20.0 POWER TO MODIFY**

Notwithstanding all that have been stated above, the Academic Council has the right to modify any of the above regulations from time to time.

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**(Six Trimesters / Full Time)**

**CURRICULUM & SYLLABUS**

**FIRST YEAR**

<b>Code</b>	<b>Course</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TC</b>
<b>TRIMESTER - I</b>						
MSB 6101	Management Concepts	3	0	0	3	
MSB 6102	Entrepreneurship Development	3	0	0	3	
MSB 6103	Managerial Economics	3	0	0	3	
MSB 6104	Quantitative Methods in Business - I	3	0	0	3	
MSB 6105	Communication Skills	3	0	0	3	
MSB 6106	Financial Accounting	3	0	0	3	
<b><i>Career Oriented Practicals</i></b>						
MSB 6107	Current Affairs in Business	0	0	4	2	20
<b>TRIMESTER - II</b>						
MSB 6211	Organisational Behaviour	3	0	0	3	
MSB 6212	Legal Aspects of Business	3	0	0	3	
MSB 6213	Economic Environment of Business	3	0	0	3	
MSB 6214	Quantitative Methods in Business - II	3	0	0	3	
MSB 6215	Management and Cost Accounting	3	0	0	3	
MSB 6216	Marketing Management - I	3	0	0	3	
<b><i>Career Oriented Practicals</i></b>						
MSB 6217	Written Analysis and Communication - I	0	0	4	2	
MSB 6218	Computers & Business Applications Lab	0	0	4	2	22

**TRIMESTER - III**

MSB 6321	Management Information Systems	3	0	0	3	
MSB 6322	Financial Management	3	0	0	3	
MSB 6323	Marketing Management - II	3	0	0	3	
MSB 6324	Human Resources Management	3	0	0	3	
MSB 6325	Production and Operations Management	3	0	0	3	
MSB 6326	Research Methodology for Management	3	0	0	3	
<b>Career Oriented Practicals</b>						
MSB 6327	Written Analysis and Communication - II	0	0	4	2	
MSB 6328	Psychometrics & Corporate Connect Lab	0	0	4	2	22

**Summer Internship**

1. Students are required to undergo Summer Internship for 4-6 weeks in a business organization (after the end-term examination of III Trimester). Students should submit to CBS the Summer Internship completion certificate issued by the company.
2. Students are required to submit a report to CBS. They would be required to make a presentation on the Summer Internship experience before a panel.

**SECOND YEAR**

During second year, in addition to compulsory courses, students would choose 6 optional courses for specialization in a functional area - three in trimester IV and three in Trimester V. In addition they would be required to register in any two courses each in Trimester IV and V outside the specialization package.

**Table 2**  
**Second Year Courses**

<b>Code</b>	<b>Course</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TC</b>
<b>TRIMESTER - IV</b>						
MSB 7101	International Business Management	3	0	0	3	
	Elective 1	3	0	0	3	
	Elective 2	3	0	0	3	
	Elective 3	3	0	0	3	
	Elective 4	3	0	0	3	
	Elective 5	3	0	0	3	
<b>Career Oriented Practicals</b>						
MSB 7102	Data Analysis Lab	0	0	4	2	
MSB 7103	Summer Internship	-	-	-	2	22
<b>TRIMESTER - V</b>						
MSB 7211	Strategic Management	3	0	0	3	
	Elective 6	3	0	0	3	
	Elective 7	3	0	0	3	
	Elective 8	3	0	0	3	
	Elective 9	3	0	0	3	
	Elective 10	3	0	0	3	
<b>Career Oriented Practicals</b>						
MSB 7212	Sales Negotiation Lab	0	0	4	2	20
<b>TRIMESTER - VI</b>						
MS 730	Project Work	-	-	-	18	18
<b>Total Credits:</b>						<b>124</b>

**LIST OF ELECTIVES IN FUNCTIONAL AREAS**

<b>Code</b>	<b>Course</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>1. MARKETING MANAGEMENT</b>					
MSBY 001	Retail Marketing	3	0	0	3
MSBY 002	Services Marketing	3	0	0	3
MSBY 003	Advertising and Sales Promotion	3	0	0	3
MSBY 004	Consumer Behaviour	3	0	0	3
MSBY 005	Product and Brand Management	3	0	0	3
MSBY 006	Industrial Marketing	3	0	0	3
MSBY 007	Customer Relationship Management and Marketing	3	0	0	3
MSBY 008	Rural Marketing	3	0	0	3
MSBY 009	Sales and Distribution Management	3	0	0	3
MSBY 010	Digital Marketing	3	0	0	3
<b>2. FINANCIAL MANAGEMENT</b>					
MSBY 021	Security market and analysis	3	0	0	3
MSBY 022	Financial Services	3	0	0	3
MSBY 023	International Financial Management	3	0	0	3
MSBY 024	Strategic Financial Management	3	0	0	3
MSBY 025	Financial Reengineering	3	0	0	3
MSBY 026	Derivatives Management	3	0	0	3
MSBY 027	Risk Management and Insurance	3	0	0	3
MSBY 028	Banking Management	3	0	0	3
MSBY 029	Portfolio Management	3	0	0	3

**3. HUMAN RESOURCES MANAGEMENT**

MSBY 041	Managerial Behaviour and Effectiveness	3	0	0	3
MSBY 042	Human Resources Accounting & Audit	3	0	0	3
MSBY 043	Performance Management and Training	3	0	0	3
MSBY 044	Industrial Relations and Labour Legislation	3	0	0	3
MSBY 045	Organisational Structure and Design	3	0	0	3
MSBY 046	Strategic Human Resource Management	3	0	0	3
MSBY 047	International Human Resource Management	3	0	0	3
MSBY 048	Negotiation Skills and Collective Bargaining	3	0	0	3

**4. SYSTEMS MANAGEMENT**

MSBY 061	Business Analysis and Systems Development	3	0	0	3
MSBY 062	Data mining for Business Applications	3	0	0	3
MSBY 063	E-Commerce Technology	3	0	0	3
MSBY 064	Strategic Information Technologies for Management	3	0	0	3
MSBY 065	Project Management	3	0	0	3
MSBY 066	Web Technologies	3	0	0	3
MSBY 067	Enterprise Resource Planning	3	0	0	3

**5. OPERATIONS MANAGEMENT**

MSBY 081	Supply Chain Management	3	0	0	3
MSBY 082	Total Quality Management	3	0	0	3
MSBY 083	Integrated Materials Management	3	0	0	3
MSBY 084	Lean Six Sigma	3	0	0	3
MSBY 085	Logistics Management	3	0	0	3
MSBY 086	Services Operations Management	3	0	0	3
MSBY 087	Product Design	3	0	0	3
MSBY 088	System Simulation and Modelling	3	0	0	3

**6. ISLAMIC BANKING AND FINANCE**

MSBY 101	Introduction of Islamic Economics	3	0	0	3
MSBY 102	Fundamentals of Islamic Finance	3	0	0	3
MSBY 103	Islamic Insurance (Takaful)	3	0	0	3
MSBY 104	Islamic Bonds (Sukuk)	3	0	0	3
MSBY 105	Islamic Asset and Fund Management	3	0	0	3
MSBY 106	Islamic Banking Products and Services	3	0	0	3

**TRIMESTER I**

<b>MSB 6101</b>	<b>MANAGEMENT CONCEPTS</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The objectives of the course will be to enable the students to:

- Learn various functions and principles of management
- Understand planning techniques and decision-making process in organizations
- Get acquainted with organizing and staffing activities in business
- Know the art of directing and controlling in organizations

**MODULE I NATURE AND FUNCTIONS OF MANAGEMENT 6**

Management - definition, nature, functions, levels - An overview of approaches to Management / Schools of Management thought - Types/Forms of Business Organization

**MODULE II PLANNING 6**

Planning: purposes, premises, steps, types/hierarchy - Management by Objectives - Management by Exception - Decision making: Importance, process.

**MODULE III ORGANIZING AND STAFFING 6**

Organizing: definition, process - Span of Management - Departmentalization - Organization Structure - Authority - Delegation and Decentralization - Staffing: Objectives, functions.

**MODULE IV DIRECTING 6**

Directing: meaning, requirements of effective direction - Motivation: definition, types of motives, overview of theories - Leadership: definition, styles, overview of theories - Communication: types, process, barriers, principles of effective communication.

**MODULE V CONTROLLING & RECENT CONTRIBUTIONS 6**

Controlling: purposes, process, types, techniques - Requirements of effective

controlling - Recent contributions and new thinking by Management Experts.

**Total Hours: 30**

**REFERENCES:**

1. Tripathy P. C. and Reddy P. N., "Principles of Management", 5th Edition, Tata McGraw Hill, 2012.
2. Harold Koontz & Heinz Weihrich, "Essentials of Management", Tata McGraw Hill, 8th Edition, 2009.

**OUTCOMES:**

After studying the course, the students would:

- Be able to use the knowledge of various management functions in the jobs that they would perform in their organizations
- Be in a position to prepare different types of functional plans and take appropriate managerial decisions
- Have gained the techniques of organizing and ability to perform various staffing functions.
- Have enhanced their ability to communicate and lead their teams in their organizations.
- Be able to effectively execute controlling functions using various methods
- Be able to access the potential impact of good corporate governance on business performance.

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<b>MSB 6102</b>	<b>ENTREPRENEURSHIP DEVELOPMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- The course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, comprehend and internalize the process of setting up a business.

**MODULE I INTRODUCTION TO ENTREPRENEURSHIP 6**

Entrepreneurship: Knowledge and skills requirement - Characteristic of successful entrepreneurs - Entrepreneurship process - Factors impacting emergence of entrepreneurship - Managerial vs. Entrepreneurial approach and emergence of entrepreneurship - Need for achievement.

**MODULE II STARTING THE VENTURE 6**

Generating business idea - Innovation and creativity for driving entrepreneurship - Creating value to customers - Sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition - Environmental scanning, competitor and industry analysis - Understanding risk and strategies to handle risk.

**MODULE III FUNDAMENTALS OF MANAGEMENT 6**

Forms of ownership - Basics of Marketing - Sources of Funds - Creative Means of Funding.

**MODULE IV HISTORICAL PERSPECTIVE 6**

Analysis of successful and unsuccessful Entrepreneurs through Case Studies.

**MODULE V PROJECT 6**

Meeting with an Entrepreneur and Preparation of Report and Presentation - A Project based on a Business Idea to be prepared.

**Total Hours: 30**

**REFERENCES:**

1. Hisrich, Robert D., Michael Peters and Dean Shepherded, "Entrepreneurship", Tata McGraw Hill, 2014.

### **Management Programme**

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2. Rashmi Bansal, "Arise awake: the inspiring stories of young entrepreneur who graduated from college into A Business of their own", Westland Books Private Ltd., 2015.
3. Barringer, Brace R., and R., Duane Ireland, "Entrepreneurship", Pearson Prentice Hall, New Jersey (USA), 2012.
4. Kishore Biyani and Dipayan Baishya, "It happened in India: The story of pantaloons, Big Bazaar, Central and the great Indian consumer", Rupa & Co., 2011.
5. Donald F. Kuratko and T. V Rao, "Entrepreneurship: A South Asian perspective". Cengage Learning, 2012.
6. Rashmi Bansal, "Take me Home: The Inspiring story of 20 Entrepreneurs from small town India with Big Time Dream", Westland, 2014.
7. Moloy K. Bannerjee, Siddharth Bannerjee and P. Ranganath Sastry, "Start-up City: Ten Tales of Exceptional Entrepreneurship from Bangalore's Software Miracle", Collins Business, 2014.
8. The Portfolio Book of Great Indian Business Stories: Riveting Tales of Business Leaders and Their Times, Portfolio, 2015.
9. Shereen Bhan and Syna Denuhgara, "Young Turks: Inspiring Stories of Tech Entrepreneurs", Random House India, 2014.
10. Ronnie Screwvala, "Dream with Your Eyes Open: An Entrepreneurial Journey Hardcover", Rupa Publication, 2015.

### **WEBSITES:**

1. [www.ediindia.org](http://www.ediindia.org)
2. [www.niesbud.nic.in](http://www.niesbud.nic.in)
3. <http://nenglobal.org>

### **OUTCOMES:**

Upon successful completion of this course, a student will be able to:

- Turn out to be an expert to recognize a business opportunity that fits the individual.
- Demonstrate the ability to provide a self-analysis in the context of an entrepreneurial career

### Management Programme

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- Construct an appropriate business model.
- Develop a well-presented business plan.
- Express the ability to find an attractive market that can be reached economically.

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<b>MSB 6103</b>	<b>MANAGERIAL ECONOMICS</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To study about the application of economic theory into practical business
- To study about the tools that help students in making business decisions and to make forward planning
- To understand about the functioning of the economy in its broader sense

**MODULE I INTRODUCTION 6**

Definition - Nature - Scope and uses of Managerial Economics - Basic Principles of Managerial Economics.

**MODULE II LAW OF DEMAND AND SUPPLY 6**

Demand: Definition - Characteristics - Demand Schedule - Law of demand - factors influencing demand and exceptions to law of demand. Supply: Definition - Characteristics - Supply Schedule - Law of supply - factors influencing supply Market Equilibrium.

**MODULE III ELASTICITY OF DEMAND AND SUPPLY 6**

Meaning - Definition and Importance of elasticity - Methods of measuring - Determinants of elasticity - Price, Income and Cross elasticity of demand - Advertisement elasticity of demand. Demand Forecasting: Meaning and different techniques of forecasting.

**MODULE IV ANALYSIS OF COSTS AND MARKET FORMS 6**

Opportunity cost, implicit & explicit cost, economic cost, incremental and marginal cost, direct & indirect cost, fixed & variable cost - Production Function and Returns to Scale. Market Forms - Price & Output determination in Perfect Competition, Monopoly, price discrimination, Monopolistic Competition and Oligopoly.

**MODULE V PRICING AND PROFITS 6**

Pricing - Objectives and types of pricing - Profit - accounting vs. economic profit, gross vs. net profit, importance of profit.

**Total Hours: 30**

**REFERENCES:**

1. Geetika, Piyali Ghosh and Purba Roy Choudhury, "Managerial Economics", McGraw Hill, 2<sup>nd</sup> Edition, 2011.
2. N. Gregory Mankiw, "Economics: Principles and Applications", Cengage Learning, 6<sup>th</sup> Indian Edition, 2009.

**OUTCOMES:**

The study of the subject helps us to understand:

- Vital business problems like understanding the market, fixing prices, identifying the competitors, forecasting demand for products, knowing consumer trends, etc., and will give a better understanding of basic concepts in business and management.

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<b>MSB 6104</b>	<b>QUANTITATIVE METHODS IN BUSINESS - I</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To impart the need for quantitative methods in business and research
- To understand the usage of different statistical tools that could be applied in the functional areas of management

**MODULE I FUNDAMENTALS & DISTRIBUTION 6**

Measures of central tendency and dispersion: Mean, Mode, Median, Standard Deviation Distributions: Applications of Binomial distribution - Applications of Poisson distribution- Applications of Normal distribution

**MODULE II ESTIMATION 6**

Definition of central limit theorem and concepts - Point and Interval estimates - Application of Estimation: Point and Interval estimates for population parameter (mean) of large sample - Application of Estimation: Point and Interval estimates for population parameter (mean) of small samples.

**MODULE III TESTING OF HYPOTHESIS 5**

Hypothesis testing: Introduction - Large sample tests (Z-test): One sample test for mean, two samples test for mean - Small sample tests (t-test): one sample test for mean, two (independent) samples test for mean

**MODULE IV CHI - SQUARE, F TEST AND ANOVA 6**

Chi square test: one-way (test of independence only), Chi square test: two-way (test of independence only), F test - ANOVA: one-way, F test - ANOVA: two-way - Application in business decisions

**MODULE V CORRELATION, REGRESSION AND TIME SERIES ANALYSIS 7**

Simple linear Correlation- Rank Correlation - Simple linear Regression - Time series analysis: Methods of Semi-average, Weighted average, Moving averages, Least squares, Ratio-to-trend - Application in business decisions

**Total Hours: 30**

**REFERENCES:**

1. Levin R.I., Rubin D.S., Rastogi, S. and Siddiqui, M.H. "Statistics for Management", 7<sup>th</sup> edition, Prentice Hall of India, New Delhi, 2014.
2. Srivastava, T. N. and Shailaja, R. "Statistics for Management", 2<sup>nd</sup> Edition, Tata Mc Graw Hill, New Delhi, 2012.
3. Anderson D.R., Sweeney D.J. and Williams T.A., "Statistics for Business and Economics", 11<sup>th</sup> edition, Thomson (South – Western) Asia, Singapore, 2012.

**OUTCOMES:**

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

- Discuss and reflect upon topics relevant to statistical methods.
- Recognize and apply some common probability distributions, and assess if underlying assumptions for the distribution seem applicable in business areas.
- Perform basic statistical calculations and graphical analyses in all the areas of business decision making.
- Analyze research questions based on statistical data, draw relevant conclusions
- Be familiar with the limitations of particular statistical methods and its applications in the industry.

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<b>MSB 6105</b>	<b>COMMUNICATION SKILLS</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To acquire necessary communication skills
- To shape their personalities and equitabilities to deal with global business

**MODULE I INTRODUCTION 5**

Introduction - Communication Process - Essentials and advantages of various business communications and correspondences - Barriers to communication.

**MODULE II BUSINESS CORRESPONDENCE – ORAL 5**

Interview - Types & techniques, Interactive communication - Discussions, Debates, etc. Presentation Skills, Group Discussion, Management Meeting.

**MODULE III BUSINESS CORRESPONDENCE – WRITTEN 5**

Letters - General Correspondence, Sales, Complaints, Letter of application and Resume, Interview Letters, Letter of appointment, Confirmation, Promotion, Resignation, Memos, Minutes, Agendas, Enquiries, Orders, Circulars - Non-Verbal Communication: Features, Functions, Body Language.

**MODULE IV TECHNICAL REPORTS 5**

Technical Reports - Characteristics, Name & Significance of reports Types, Purpose, Essentials of good report writing, Report format & structure, Paragraph writing.

**MODULE V PROJECT REPORTS 5**

Scope, Style, Contents, Visual aids in Business and Project reports.

**MODULE VI PROJECT ETIQUETTES 5**

Non-verbal etiquettes - Business cards, e-mail Etiquettes, Virtual Meetings.

**Total Hours: 30**

**REFERENCES:**

1. P. Subba Rao, B. Anitakar and Hinabandu, "Business Communication", Cengage Learning, 2012.
2. Raymond V. Lesikar, John & Pettit and Mary E. Flatley, "Basic Business Communication", Tata McGraw Hill, 2005.
3. M. Ashraf Rizvi, "Effective Technical Communication", Tata McGraw Hill.
4. Asha Kaul, "Business Communication", Prentice Hall of India.

**OUTCOMES:**

- The students should be able to convey effectively to others in English.
- They should be able make useful presentation and write business correspondence in simple terms.
- They should be able to write technical reports leading to activities.

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<b>MSB 6106</b>	<b>FINANCIAL ACCOUNTING</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To understand the basics of accounting principles and concepts
- To prepare final accounts to ascertain profit or loss of an organisation
- To appreciate the importance of cash book in an organisation
- To identify the reasons for preparing bank reconciliation statement

**MODULE I INTRODUCTION 2**

Financial Accounting - Meaning - Objectives - Users of financial accounting - Role of accountant - Limitation of Financial Accounting.

**MODULE II ACCOUNTING PRINCIPLES AND ACCOUNTING SYSTEMS 6**

Accounting Principles - Accounting concepts and accounting conventions - Accounting systems - meaning of cash system of accounting and mercantile system of accounting - single entry system - Double entry system - meaning and advantages.

**MODULE III ACCOUNTING PROCESS AND DEPRECIATION 12**

Types of accounting, Debit and credit rules of accounting - accounting equation - Journal entries - Ledger - Trial balance - preparation of trial balance - Depreciation - meaning - need for providing depreciation.

**MODULE IV FINANCIAL STATEMENT 7**

Financial statement - meaning - advantage and limitations of financial statement - Preparation of trading account - Profit and loss account - balance sheet with adjustment. Revised Schedule VI of International Financial Reporting Standards (IFRS).

**MODULE V CASH BOOK AND BANK RECONCILIATION STATEMENT 3**

Cash book - meaning and preparation of cash book. Bank Reconciliation statement - meaning and importance of bank reconciliation - causes of difference - preparation of bank reconciliation statement.

**Total Hours: 30**

**REFERENCES:**

1. S.N.Maheshwari, "Accounting for Management", Sultan Chand & Sons, New Delhi, 2009.
2. T.S Reddy and A.Murthy,"Financial Accounting", Margham Publications, Chennai, 2009.
3. KL Nagarajan, N. Vinayakam , PL. Mani,"Principles of Accountancy," S.Chand and Company Ltd, 2008.

**OUTCOMES:**

At the end of the course, the students will be able to:

- Maintain accounting records in a systematic manner
- Ascertain profit or loss of an organization by preparing trading and profit & loss account.
- Depict the financial position of an organization by preparing balance sheet
- Prepare cash books with single column and double columns.
- Set right the differences between cash book and pass book using bank reconciliation statement.

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<b>MSB 6107</b>	<b>CURRENT AFFAIRS IN BUSINESS</b>	<b>L T P C</b>
	<b>LABORATORY</b>	<b>0 0 4 2</b>

**OBJECTIVES:**

The objectives of this lab course would be to:

- Enable the students get familiarized with the trends and developments in the business world
- Make them understand the drivers of changes in business scenario
- Provide opportunity to get knowledge on local, national and international environment of business
- Make the students role of government and society in business

**LIST OF EXERCISES:**

1. Industry profile  
(e.g., Automobiles, Textiles, Information Technology, Retailing, Banking, Manufacturing, Telecom, etc.)

**For such industries:**

2. Company Locations
3. CEOs / Boards of various Companies
4. Entry / Exit of Companies
5. Mergers, Acquisitions, Take-Overs, etc.
6. Products / brands launched by companies
7. Successful Entrepreneurs
8. Government Policies, Regulations and Impact on Business
9. Inflation / Deflation
10. Stock Market
11. Comparison of Global and National Business Scenario
12. Financial Institutions & Regulatory Bodies

**Total periods: 30**

## **PEDAGOGY / METHODOLOGY FOR CLASS**

A suitable mix of the following:

- (1) Participative learning
- (2) Guided training
- (3) Group Discussion
- (4) Presentation

(Throughout this course students will keep them updated with business affairs appearing in sources such as: newspapers, business magazines, television channels, etc. This means that the students need to make it a habit to read the newspaper on daily basis and search the archives as well)

## **ASSESSMENT COMPONENTS / METHODS**

Assessment pattern would be based on the following components:

- 1) Quality of presentation
- 2) Students' participation
- 3) Timely submission of presentation material
- 4) Quiz
- 5) Assignment
- 6) Attendance, etc.

## **OUTCOMES:**

Students who complete this course would:

- Have updated knowledge on business affairs in a variety of industries
- Be able to analyse the dynamics of happenings in companies and business environment
- Be prepared to relate the subsequent courses with business practices

**TRIMESTER II**

<b>MSB 6211</b>	<b>ORGANIZATIONAL BEHAVIOUR</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The specific objective of the course is to:

- Understand the basic concepts in the field of organizational behaviour.
- Impart knowledge about individual, group and organization dynamics to facilitate suitable behaviour manifestation
- Help imbibe OB implication in the management of human resources.
- Examine the shifting context of organizations

**MODULE I INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR 5**

Definition - Scope - Approaches to Organization Behaviour - Evolution of Organization Behavior - Industrial Revolution, Scientific Management, Hawthorne Studies, Human Relations Movement

**MODULE II INDIVIDUAL BEHAVIOUR DIMENSION 6**

Mars Model of Individual Behaviour-Personality: Theories - Perception: Meaning, Perceptual Process - Values: Types, Work Attitude - Learning: Meaning, Theories - Work Motivation: Job Enrichment, Job Design, Job Satisfaction, Relating Motivation Theory to Job and Personality Types

**MODULE III GROUP BEHAVIOUR DIMENSION 7**

Foundations of Group behaviour: Types of Group, Stages of Group Development, Group Values- Decision Making and Consensus Building: Decision Making Styles, Consensus Competencies, Empowered and Self Managed Teams - Leadership: Concept, Theories, Styles - Conflict: Causes, Types, Conflict Management Styles

**MODULE IV ORGANIZATIONAL DIMENSION 7**

Organisational Structure: Determinants, Existing and Emerging Organizational Designs - Communication: Communication Effectiveness, Dynamics in Communication - Organisational Culture and Climate: Concept, Creating and Sustaining Culture, Categories of Organizational Climate-Organization

Development: Reasons for Change, Resistance to Change, Change Process, Organization Development Intervention Techniques.

**MODULE V THE CHANGING MILIEU OF ORGANIZATIONS 5**

Changing Profiles of Employees and Customers-Globalization: Threats and Opportunities-Information Technology: Benefits and Limitation-Diversity: Bases of Diversity, Promoting Diversity-Concerns for OB: Employee Retention, Employee Engagement, Employee Productivity, Talent Management, Work-Life Stress, Social Responsibility and Ethics: Competitive Strategy and CSR

**Total Hours: 30**

**REFERENCES:**

1. Stephen P. Robbins and Timothy A. Judge. Organizational Behaviour, 15<sup>th</sup> Edition, New Delhi: Pearson, 2013.
2. Fred Luthans, Organizational Behavior, An Evidence Based Approach, 12<sup>th</sup> Edition, New Delhi: McGraw Hill Education, 2013.
3. Udai Pareek. Understanding Organizational Behaviour, 3<sup>rd</sup> Edition, New Delhi: Oxford University Press, 2011.
4. Mirza S. Saiyadain (Editor). Organizational Behaviour, New Delhi: Tata McGraw Hill, 2010.

**OUTCOMES:**

- The Students will be able to understand clearly their own personality dimensions and that of other individuals and groups.
- The course would help them adapt to different work environment
- It would facilitate application of their OB knowledge in the management of human resources.
- Will help them to synergize their team spirit



**MODULE IV CONSUMER PROTECTION ACT-1986** **2**

Rights of Consumer - Complaint - Procedure for filing Complaint - Remedial process.

**MODULE V INFORMATION TECHNOLOGY ACT 2002 & RIGHT TO INFORMATION ACT** **4**

Important Provisions of Cyber Laws - Remedies

**Total Hours: 30**

**REFERENCES:**

1. Kapoor N. D., "Elements of mercantile law", Sultan Chand and company, New Delhi, 2007.
2. Kapoor N. D., "Business Law", Sultan Chand and Company, New Delhi, 2011.
3. Pillai, R. S. N and Bagavathi, "Legal Aspects of Business", S. Chand and Company Ltd., New Delhi, 2011.

**OUTCOMES:**

On successful completion of the course, the student would:

- Identify the contracts under Indian contract act of 1872.
- Analyse various cases relating to contracts of sale & agency to take suitable decisions.
- Understand the practical implications of using negotiable instruments.
- Differentiate various forms of company & its related provisions.
- Understand the importance of powerful tools such RTI, IT act and Consumer protection act and apply in appropriate situations.

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<b>MSB 6213</b>	<b>ECONOMIC ENVIRONMENT OF BUSINESS</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To introduce about the internal and external macro business and economic environment.
- To give an understanding about national income, money supply, functioning of Central and Commercial Banks.
- To facilitate the students in understanding the effects of recent macroeconomic events.

**MODULE I BUSINESS ENVIRONMENT 6**

Introduction, Economic and Non - Economic Environment, External Macro Environment - Social, Political, Legal, Technological, Demographic, Natural and Ecological Environment. Internal Environment.

**MODULE II CIRCULAR FLOW OF INCOME AND NATIONAL INCOME 6**

Circular flow of Income: Meaning, Concepts of National Income: GNP, GDP, NNP, National Income, Personal Income and Disposable Income, Per Capita Income. Nominal GDP Vs Real GDP, Market Price Vs Factor Cost, Measurement of National Income: Value added Method, Income Method, and Expenditure Method. Growth and Development - Human Development Index (HDI).

**MODULE III DEMAND FOR AND SUPPLY OF MONEY 6**

Concept of Money Supply and its measurement - Measures of Money Supply - M0, M1, M2, M3, and M4. Factors determining Money Supply: RBI'S Analysis. An Overview of the functions of Central Bank and Commercial Banks.

**MODULE IV UNEMPLOYMENT AND INFLATION 6**

Unemployment - Measurement and Interpretation. Business Cycle - phases and features. Inflation - Meaning, characteristics, types, effects and anti-inflationary measures. Fiscal and Monetary Measures, Measurement of Inflation: Price Indices - WPI, CPI etc., Public Deficit: Various Concepts, Deficit Financing, Taxation and Subsidies: Types and its effects.

**MODULE V EXTERNAL SECTOR**

**6**

Balance of Payment, Its Constituents (Current A/c & Capital A/c), Foreign Exchange Market and Exchange Rate, Financial System: Crisis and Reform.

**Total Hours: 30**

**REFERENCES:**

1. C. Rangarajan and B.H.Dholakia, "Principles of Macroeconomics", McGraw Hill, 2012, 38<sup>th</sup> Edition.
2. D. N. Dwivedi, "Macroeconomics Theory and Policy", McGraw Hill, 2012, 6<sup>th</sup> Edition.
3. Pailwar and Veena Keshav, "Environment of Business", 3<sup>rd</sup> Edition, PHI Learning, New Delhi, 2012.
4. H. L. Ahuja, "Economic Environment of Business" (Macro Eco.Analysis), 7<sup>th</sup> Edition, S. Chand Publishing, New Delhi.
5. Justin Paul and Parul Gupta, "Economic Environment and Policies for Business", Tata McGraw Hill.

**OUTCOMES:**

- The Course is designed to give a broad outlook about the general macroeconomic aspects of our nation.
- Students can understand about the various dimensions related to money and banking.
- Help the learners to have an understanding of the external sector and its effects on the functioning of the economy.





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<b>MSB 6215</b>	<b>MANAGEMENT AND COST ACCOUNTING</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To understand the functions of management and cost accounting
- To analyse the company's performance using Ratio analysis, fund flow and cash flow statements.
- To prepare different types of Budgets
- To plan the profit
- To know the recent developments in management and cost accounting

**MODULE I INTRODUCTION 3**

Management Accounting - meaning - functions - scope and limitations of Management accounting. Cost Accounting - Meaning, importance and limitations of cost accounting. Differences among Management accounting, Cost accounting and Financial accounting.

**MODULE II RATIO ANALYSIS, FUND FLOW AND CASH FLOW STATEMENT 8**

Ratio analysis - meaning, managerial uses, classification and limitations of ratios. Calculation of liquidity, profitability, turn over ratios. Fund flow and Cash flow statement - Need, importance, and difference between Fund flow and Cash flow statement.

**MODULE III BUDGETARY CONTROL 6**

Budgetary control - Need, importance, limitations and successful implementation of budgetary control. Classification of budget - preparation of Fixed and Flexible budget. Zero base budgeting - uses and limitations.

**MODULE IV MARGINAL COSTING AND PROFIT PLANNING 9**

Marginal Costing - Meaning, importance and applications of Marginal costing. Break Even Point Analysis - Meaning, assumptions and limitations.

**MODULE V RECENT DEVELOPMENTS IN MANAGEMENT&COST ACCOUNTING**

**4**

Recent developments in Management and Cost accounting (Theory only):  
Introduction to Inflation Accounting, Human Resource Accounting,  
Responsibility Accounting, Activity Based Costing and Target Costing.

**Total Hours: 30**

**REFERENCES:**

1. M.A.Sahaf, "Management Accounting", Vikas Publishing House Pvt.Ltd., New Delhi, 2010.
2. S.K.Maheshwari and S.N.Maheshwari, "A textbook of accounting for management", Vikas Publishing House Pvt. Ltd., New Delhi, 2009.
3. Colin Drury, "Cost and Management Accounting", Cengage Learning India Pvt.Ltd., New Delhi, 2012.

**OUTCOMES:**

At the end of the course, the students will be able to:

- Analyse the company's performance using Ratio analysis, fund flow and cash flow statements.
- Prepare different types of Budgets
- Plan the profit for the organisation

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<b>MSB 6216</b>	<b>MARKETING MANAGEMENT - I</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To familiarise the students with the fundamentals and concepts of marketing
- To enable them to learn the process of understanding market and consumers
- To impart the methods of segmenting and targeting the market
- To train on positioning the market offerings

**MODULE I INTRODUCTION 6**

Marketing: definition, evolution, concepts, values, process, organization structure - Marketing mix for products and services - Impact of business environment on marketing.

**MODULE II MARKET RESEARCH AND CONSUMER BEHAVIOUR 6**

Marketing Research: objectives, scope, process - Marketing Information Systems - Basic model of consumer behaviour - Factors influencing consumer behaviour - Buying decision process - Business markets: Buying situations, buying roles, factors influencing business buyer behaviour.

**MODULE III MARKET SEGMENTATION 6**

Segmentation: Objectives, approaches, Bases - Characteristics of effective segmentation - Patterns of segmentation - Market segmentation procedure - Requirements for effective segmentation.

**MODULE IV DIFFERENTIATING AND TARGETING 6**

Differentiating market offerings: Purposes, Tools for competitive differentiation, Types and number of differences to promote - Market Targeting: Factors for evaluating and selecting market segments for targeting.

**MODULE V PRODUCT POSITIONING 6**

Product positioning: Purposes, Principles - Positioning strategies - Perceptual mapping.

**Total Hours: 30**

**REFERENCES:**

1. Philip Kotler, "Marketing Management", Prentice Hall of India P. (Ltd.), New Delhi, 2012.
2. William J. Stanton, "Marketing Management", McGraw Hill Publishing, 1992.
3. M.Govindarajan, "Marketing Management" Prentice Hall of India, New Delhi 2014.
4. Rajan Sexena, "Marketing Management", Himalaya Publishing House, New Delhi 2007.
5. V. S. Ramaswamy and S. Namakumari, "Marketing Management", 3<sup>rd</sup> Edition, Macmillan, New Delhi, 2011.

**OUTCOMES:**

After doing the course, the students would:

- Be able to conduct market research
- Bring out the dynamics of consumer behaviour and their needs
- Segment, target and position the products and services for various market offerings.

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<b>MSB 6217</b>	<b>WRITTEN ANALYSIS &amp; COMMUNICATION - I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>LABORATORY</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>

**OBJECTIVES:**

The course would help the students to:

- Understand the contents of the given case
- Analyse the situations in the case
- Identify solution / decision to be taken

**LIST OF EXERCISES:**

1. Training the students on the following nine steps of problem solving and decision making:
  - (i) Identification of problem
  - (ii) Establishment of problem
  - (iii) Development of objectives
  - (iv) Identification of alternative solutions
  - (v) Determination of various criteria
  - (vi) Evaluation of all the alternatives against all the criteria
  - (vii) Ranking of the evaluated alternatives
  - (viii) Decision based on the alternatives
  - (ix) Developing contingency plan
2. After learning the above steps, giving exercises on:
  - (i) general mini-cases
  - (ii) functional area based mini-cases
  - (iii) integrated functional area mini-cases

**Total periods: 30**

**PEDAGOGY / METHODOLOGY FOR CLASS**

- 1) Lectures
- 2) Participative learning
- 3) Guided training
- 4) Group Discussion

**ASSESSMENT COMPONENTS / METHODS**

Assessment pattern would be based on the following components:

- 1) Quality of analysis
- 2) Students' Participation
- 3) Timely submission
- 4) Attendance, etc.

**OUTCOMES:**

Students who complete this course will be able to:

- Analyze live situations as and when they would face in their organisations
- Think systematically and logically develop alternative solutions
- Take an appropriate decisions for any given organizational situation / problem

**OBJECTIVES:**

- The course aims to equip students with a working knowledge of Microsoft office Excel and SPSS
- This computer lab practical is focused on handling business data
- To learn the different methods of analysing the business data for decision making
- To present the analysed data in a meaningful manner

**EXCEL Exercises**

1. Creation of basic spreadsheet by entering text, numbers, and formulas.
2. Formatting of cells and columns.
3. Usage of functions to create a spreadsheet to perform "what if?" calculations.
4. Creation of different types of charts.
5. Sorting data and print portions of a worksheet.
6. Special Formats and Exporting Exercise to word document
7. Demonstration of basic cost analysis using Excel.
8. Linking worksheets into one and to link several worksheets to a master worksheet.
9. use of analysis tools for forecasting analysis
10. Statistical Analysis Exercise to calculate descriptive statistics
11. Cases to use excel for business application

**SPSS Exercises**

1. Steps in analyzing data with SPSS : Organizing data, Stages in Data Analysis,
2. Prepare Descriptive Statistics, Prepare graph the data
3. Hypothesis Testing for a Single Population
4. Hypothesis Testing to compare Two Populations mean
5. Chi-square test for goodness of fit
6. Correlation analysis

### **PEDAGOGY / METHODOLOGY FOR CLASS**

This course is based on the lab sessions for all of the exercises (topics) listed above. Main pedagogy for this lab would be demonstration.

### **ASSESSMENT COMPONENTS / METHODS**

- i. Maintenance of lab records
- ii. Lab exercises etc.

### **OUTCOMES:**

Students who complete this course will be able to:

- Gain insight to capture and handle the business data in an efficient way
- Able to make better interpretation of the results
- Become business analytics for any demanding situations

**TRIMESTER III**

<b>MSB 6321</b>	<b>MANAGEMENT INFORMATION SYSTEMS</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The objectives of the course will be to make the students understand:

- The concept of IS and their functionality in a business enterprise
- Focus on applying IS framework across all major business areas
- Understand the need for an IS framework and its importance as a survival tool
- Learn about e-commerce, M-commerce (Apps and service providers)
- Imbibe awareness about structured methodologies which are used for planning, system design and development.

**MODULE I INFORMATION SYSTEMS IN BUSINESS 6**

Definition - Introduction to Information and Business Intelligence - Personal and Organizational Dimensions of Information - IT as A Key Resource in Business - Computer Hardware and Software - Categories of Computers by Size - Intellectual and Physical Interfaces - Porter's Five Forces Model - The Value Chain - SCM, CRM and BI.

**MODULE II INTERNET TECHNOLOGIES, DATABASE MANAGEMENT SYSTEM 6**

Introduction to World Wide Web, Websites, Addresses and Pages - Using Web Browser Software - Search Engines - Internet Technologies - Communications Software - The Relational Database Model - Database Management System Tools - Data Warehouses - Data Mining - Ownership over Information - Clean Data Vs Dirty Data.

**MODULE III ARTIFICIAL INTELLIGENCE AND DECISION SUPPORT SYSTEM 6**

Decision Support System - Components of Decision Support System - Geographical Information Systems - Artificial Intelligence - Expert Systems - Neural Networks - Fuzzy Logic - Genetic Algorithms - Intelligent Agents - Multi-Agent Systems and Agent Based Modelling.

**MODULE IV THREATS TO INTELLECTUAL PROPERTY AND COMPUTER  
CRIMES 6**

Introduction to Identity Theft - Guidelines for Ethical Computer System Usage  
- Intellectual Property Threats - Cyber Crime Laws and Security Guidelines -  
Precautions On Data Protection - Computer Crime - Computer Forensics -  
Methods of Hiding Data Recovery and Interpretation.

**MODULE V EMERGING TRENDS IN TECHNOLOGY FOR  
MANAGEMENT 6**

Introduction to SaaS - Cloud Computing - IT Personalization Management -  
VoIP - Automatic Speech Recognition - Virtual Reality - CAVE - Biometrics -  
Digital Cash - Wearable Technology - Multi - Sate CPU's - Holographic Storage  
Devices - RFID - Ethics and Privacy Concerns in IT.

**Total Hours: 30**

**REFERENCES:**

1. Stephen Haag, Maeve Cummings, Amy Philips, 'Management Information Systems for the Information Age' McGraw Hill Education, 6<sup>th</sup> Indian edition
2. James A O'Brien, George M Marakas and Ramesh Behl, 'Management Information Systems' McGraw Hill Education, 10<sup>th</sup> Indian edition.
3. Kenneth C. Laudon and Jane Price Laudon, 'Management Information Systems Managing the digital firm', Pearson Education Asia, 2007
4. James AN O' Brien, 'Management Information Systems', Tata McGraw Hill, New Delhi, 2008.

**OUTCOMES:**

The student will be able to:

- Understand the latest technologies in IS (Information Systems)
- Relate to every individual component of IS and their relative role impact on business.

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<b>MSB 6322</b>	<b>FINANCIAL MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To understand the functions of financial management
- To know the concept of Time value of money and its impact in investment decision using Capital budgeting techniques
- To understand and apply the concept of leverage on Earnings per share
- To know about different types of dividends and dividend policies
- To provide an overview of Working capital management and its components

**MODULE I INTRODUCTION 4**

Financial Management - meaning, definition, objectives, scope and functions. Overview of Islamic Finance, Financial System, Sources of financing.

**MODULE II INVESTMENT DECISIONS 9**

Time value of money, Capital budgeting - Meaning and importance. Capital budgeting techniques - Pay Back Period , Accounting Rate of Return , Net Present Value , Internal Rate of Return and Profitability Index method. Capital Rationing.

**MODULE III FINANCING DECISIONS - COST OF CAPITAL 8**

Cost of capital - meaning and importance . Cost of capital - Equity, preference, debt (before tax and after tax), retained earnings, weighted average cost of capital (book value and market value as weights).

**MODULE IV LEVERAGES 5**

Leverages - EBIT-EPS Calculation for different capital structure - operating, financial and combined leverages.

**MODULE V LIQUIDITY DECISIONS 4**

Working capital management - meaning, concepts, need for working capital, determinants of working capital. Cash management - meaning of cash, motives

for holding cash. Meaning and importance of receivables management and Inventory management.

**Total Hours: 30**

**REFERENCES:**

1. Shashi K.Gupta and R.K.Sharma, "Financial Management-Theory and Practice", Kalyani publishers, 8<sup>th</sup> revised edition, 2014.
2. S.N.Maheshwari, "Financial Management - Principles and Practice," Sultan Chand and Sons, 14<sup>th</sup> revised edition, 2011.
3. I M Pandey, "Financial Management", Vikas Publication House, 10<sup>th</sup> edition, 2010.
4. Prasanna Chandra, "Financial Management - Theory and practice," Tata Mc Graw Hill Education Pvt. Ltd., 8<sup>th</sup> edition,2011.
5. M Y. Khan and P.K Jain, "Financial Management - Text, Problems and Cases," Tata Mc Graw Hill Education Pvt. Ltd., 3<sup>rd</sup> reprint, 2012.

**OUTCOMES:**

At the end of the course, the students will be able to:

- Apply the concept of Time value of money in Capital budgeting decisions.
- Find the impact of leverage on Earnings per share and can take decisions on the type of source to be included in structuring the capital.
- Ascertain the different types of dividends and dividend policies adopted by different companies.

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<b>MSB 6323</b>	<b>MARKETING MANAGEMENT - II</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The course is aimed to:

- Provide students an insight on elements of marketing mix
- Enable the students to gain theoretical and practical understanding of marketing strategies related to the 4Ps
- Give an overall strategic orientation for marketing management

**MODULE I PRODUCT & PRICING 6**

Elements of marketing mix - Product: definition, levels, hierarchy, systems & mix, map - Product line decisions - New product development stages - Product planning - Product life cycle and Strategies - Packaging - labeling - branding: types of brands - Pricing: objectives, strategies, methods.

**MODULE II PLACE (DISTRIBUTION) 6**

Marketing channel: importance, functions, flows, levels, characteristics - Selection, design and management of channel members.

**MODULE III PROMOTION 6**

Promotion Mix: elements / promotion tools - integrated communication model - Communication process - Steps in developing effective communication - Setting promotion budget and promotion mix - Basics of advertising, sales promotion, personal selling, public relations.

**MODULE IV TRENDS IN MARKETING 6**

Recent trends in marketing: Online marketing / web enabled marketing, digital marketing, B2B and B2C marketing, relationship marketing, customer satisfaction Index - Overview of Big Data and Data Analytics and the uses in Marketing Decisions - Other emerging trends and challenges - Marketing ethics.

**MODULE V COMPETITIVE MARKETING STRATEGIES 6**

Competitive Marketing Strategies: strategies for market leader, challenger,

**Management Programme**

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follower and niche markets - Designing and Selecting Strategies - Porter's four strategy options matrix - Market entry and withdrawal strategies.

**Total Hours: 30**

**REFERENCES:**

1. Philip Kotler, "Marketing Management", Prentice Hall of India P. (Ltd.), New Delhi, 2012.
2. William J. Stanton, "Marketing Management", McGraw Hill Publishing, 1992.
3. S. A. Sherlekar, "Marketing Management" Himalaya Publishing House, New Delhi 2007.
4. Rajan Sexena, "Marketing Management", Himalaya Publishing House, New Delhi 2007.
5. V.S. Ramaswamy and S. Namakumari, "Marketing Management", 3rd Edition, Macmillan, New Delhi, 2011.

**OUTCOMES:**

After learning the course, the students would be able to:

- Design marketing mix strategies for various marketing situations
- Design products and services suitable to target markets
- Price and promote using appropriate techniques/tools
- Design competitive strategies to perform better in organizational situations

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<b>MSB 6324</b>	<b>HUMAN RESOURCE MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The specific objective of the course is to:

- Provide knowledge about the basic fundamentals of HRM.
- Understand the various functional components of HRM
- Facilitate awareness of the Legal context of HRM
- Stay updated with the contemporary practices in HRM.

**MODULE I FUNDAMENTALS OF HRM AND HUMAN RESOURCE PLANNING 6**

HRM: Evolution of HRM, Differences between HRM and Human Resource Development, Objectives and Scope of HRM, Functions of Human Resource Manager, Human Resource Information System-Human Resource Planning: Objective, Process, Factors affecting HRP, Job analysis, HRP Models, HR Forecasting Methods.

**MODULE II RECRUITMENT AND SELECTION 6**

Difference between Recruitment and Selection, Selection Process, Types of Selection Test, Recruitment Source, Constraint on Recruitment Efforts- Recruitment Alternatives: Temporary Help Service, Employee Leasing, Independent Contractors.

**MODULE III PERFORMANCE APPRAISAL AND TRAINING 6**

Performance Appraisal: Definition, Performance Appraisal Process, Methods, Differences between Performance Appraisal and Performance Management, Performance Appraisal Benefits, Appraisal Errors, Appraisal Outcome- Training: Definition, Benefits of Training, On the Job and Off the Job Training Methods

**MODULE IV THE LEGAL CONTEXT OF HRM 6**

Industrial Relations: History, Benefits, The Workmen's Compensation Act, 1923, Industrial Dispute Act 1947, Workers Welfare, Factories Act, 1948, The Employee State Insurance Act, 1948, Employee Provident Fund Act, 1952, Maternity Benefit Act, 1961, Payment of Gratuity Act, 1972, The Equal Remuneration Act, 1976.

**MODULE V THE CONTEMPORARY PRACTICES IN HRM**

**6**

Human Resource Accounting, Compensation Management, Competency Mapping, Knowledge Transfer, Work-Life Mentoring, Performance-Related Pay, Employer Branding, Poaching Talent.

**Total Hours: 30**

**REFERENCES:**

1. Gary Dessler, "Human Resource Management", 14<sup>th</sup> Edition, New Delhi: Prentice Hall, 2014.
2. David A. DeCenzo and Stephen P. Robbins. "Human Resource Management", 11<sup>th</sup> Edition, New York: John Wiley and Sons, 2013.
3. Seema Sanghi. "Human Resource Management", New Delhi: Macmillan, 2012.
4. Aswathappa K. "Human Resource and Personnel Management", 6<sup>th</sup> Edition, New Delhi: Tata Mc Graw, 2011.
5. Saiyadain, M.S. "Human Resource Management", 4<sup>th</sup> edition, New Delhi: Tata McGraw Hill, 2009.

**OUTCOMES:**

- The Students would be able to apply the gained knowledge to perform various HR roles in an organization.
- The course would also help them to resolve HR related problems be it social, ethical or legal.
- Would be able to participate in decision making discussions confidently

**OBJECTIVES:**

- To introduce the various concepts of Production and Operations Management to students.
- To make the students understand the functions and sub-functions of Production and Operations Management and other contemporary issues.
- To make the students understand different decision making tools and techniques in operations management
- To introduce the students to various industry related practices.

**MODULE I INTRODUCTION 4**

Production Management: Definition - Production System -Production and Operations Management: Characteristics of modern production and operations function - Recent trends - Elements of operations strategies - Building operations strategies on competitive priorities.

**MODULE II LOCATION, LAYOUT AND FORECASTING 7**

Capacity Planning - Types of capacity - Forecasting - Qualitative and Quantitative - Facility Location: Steps - Factors to be considered - Problem on Break-Even Analysis for single plant location - Plant layout: Principles of good lay out - Factors to be considered - Types of Lay out - merits and demerits

**MODULE III PRODUCTION PLANNING AND CONTROL 6**

Aggregate Planning - Master Production Schedule - Materials Requirement Planning (MRP) - Resource requirement planning - shop floor planning - routing - dispatching -loading - scheduling - progress reporting - expediting - Maintenance Management: Objectives - Meaning and Characteristics of various types of maintenance - Preventive Vs. Breakdown maintenance

**MODULE IV DESIGN OF WORK SYSTEMS 6**

Work Study: Method study - Objectives - Steps (brief theory only) - Principles of Motion Economy -Work Measurement - Time study: Objectives - Stop Watch Method of Time Study - Problems on Standard Time Calculation

Materials Management - Objectives - Sub-functions - Types of Inventory - Need for Inventory - Inventory Costs - Economic Order Quantity (EOQ) - Basic Inventory Models (problems on purchase and manufacturing models - without shortage) - Reorder level - Safety Stock - Selective Inventory Control - ABC Analysis

**Total Hours: 30**

**REFERENCES:**

1. Panneerselvam, R. "Production and Operations Management", Prentice Hall of India, 3<sup>rd</sup> Edition, New Delhi, 2012.
2. Gaither Norman. "Operations Management : Concepts, Techniques & Applications", Cengage Learning, 9<sup>th</sup> Edition, New Delhi, 2002.
3. Aswathappa, K. and Shridhara Bhat, K. "Production and Operations Management", Himalaya Publishing House, 2<sup>nd</sup> Edition, 2011.

**OUTCOMES:**

After completing the course, the students will:

- Recognize and apply basic and appropriate operation management technique for decision making in forecasting, work study and production planning and control
- Recognize and apply basic and appropriate analytical techniques for effective inventory control systems.
- Individually demonstrate their ability to analyze and take preliminary operation management decisions like selecting the right production system, fixing competitive priorities, choosing the right location and layout design to improve productivity.

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<b>MSB 6326</b>	<b>RESEARCH METHODOLOGY FOR MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To present students with the tools and skills required to understand research terminology and assess published research;
- To identify the types of methods best suited for investigating different types of problems
- To become familiar with the issues and trends in business research with practical inputs.
- To inculcate a spirit and positive attitude towards research in the minds of the students.

**MODULE I INTRODUCTION TO RESEARCH 6**

Meaning of Business research - Objectives of research - Types of research and research process - An overview of Formulation of Research Problem, Theoretical frame work and Hypotheses development

**MODULE II RESEARCH DESIGN 6**

Research design - Introduction - Types of research design - Sampling - Sample size -Probability and non probability sampling.

**MODULE III DATA AND METHOD OF DATA COLLECTION 6**

Introduction - Primary and secondary - Primary data source and secondary data source-Collection and preparation of data - Questionnaire and interview methods and guidelines for constructing a questionnaire.

**MODULE IV DATA PROCESSING AND ANALYSIS 6**

Preparation of data - Editing - Coding - Validation - Presentation of data and basic analysis of data.

**MODULE V RESEARCH REPORT 6**

Introduction to report writing - Format of report writing - Classification of the section of report.

**Total Hours: 30**

**REFERENCES:**

1. Donald R. Cooper, Pamela S. Schindler and J. K. Sharma, "Business Research Methods", 11<sup>th</sup> Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, "Business Research Methods", 3<sup>rd</sup> Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, "Research Methods for Business", 5<sup>th</sup> Edition, Wiley India, New Delhi, 2012.
4. William G. Zikmund, Barry J. Babin, Jon C.Carr, Atanu Adhikari and Mitch Griffin, "Business Research Methods, A South Asian Perspective", 8<sup>th</sup> Edition, Cengage Learning, New Delhi, 2012.
5. T. N. Srivastava and Shailaja Rego, "Business Research Methodology", 2<sup>nd</sup> Edition, Tata McGraw Hill, New Delhi, 2011.

**OUTCOMES:**

On completion of course:

- To realize the processes and requirements for conducting successful research.
- To comprehend the research context with theoretical frame work and Hypotheses.
- To be familiar with how a survey is carried out in terms of process and method, the uses of surveys and to be able to capture their own data.
- To design a research proposal.
- To begin initial preparations for embarking on a new research project.

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<b>MSB 6327</b>	<b>WRITTEN ANALYSIS &amp; COMMUNICATION - II</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>LABORATORY</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>

**OBJECTIVES:**

The course would help the students to:

- Understand the contents of the given case
- Analyse the situations in the case
- Identify solution / decision to be taken

**LIST OF EXERCISES:**

1. Training the students on the following nine steps of problem solving and decision making:
  - (i) Identification of problem
  - (ii) Establishment of problem
  - (iii) Development of objectives
  - (iv) Identification of alternative solutions
  - (v) Determination of various criteria
  - (vi) Evaluation of all the alternatives against all the criteria
  - (vii) Ranking of the evaluated alternatives
  - (viii) Decision based on the alternatives
  - (ix) Developing contingency plan
2. After learning the above steps, giving exercises on:
  - (i) general mini-cases
  - (ii) functional area based mini-cases
  - (iii) integrated functional area mini-cases

**Total periods: 30**

**PEDAGOGY / METHODOLOGY FOR CLASS**

- 1) Lectures
- 2) Participative learning
- 3) Guided training
- 4) Group Discussion

**ASSESSMENT COMPONENTS / METHODS**

Assessment pattern would be based on the following components:

- 1) Quality of analysis
- 2) Students' Participation
- 3) Timely submission
- 4) Attendance, etc.

**OUTCOMES:**

Students who complete this course will be able to:

- Analyze live situations as and when they would face in their organisations
- Think systematically and logically develop alternative solutions
- Take an appropriate decisions for any given organizational situation / problem

**OBJECTIVES:**

- To bring about a holistic transformation in a student.
- To equip them for campus placement
- To enhance their human skills for effective corporate adaptability
- To facilitate smooth balancing of Professional and Personal Life.

**LIST OF EXERCISES ON:**

1. Self-Introspection
2. Barriers and Filters of Communication
3. Dealing with Simple and Complex Emotions
4. Developing Assertiveness and Self-Confidence
5. Team Work and Team Styles
6. Yoga and Meditation
7. Corporate Dressing and Grooming
8. Personality Types
9. Stress Interview
10. Time Management

**Total periods: 30**

**PEDAGOGY / METHODOLOGY FOR CLASS**

- 1) Debates/Discussions
- 2) Games and Activity.
- 3) Role Play
- 4) Case study
- 5) Psychometric Tests
- 6) Brain Storming
- 7) Demonstrations
- 8) Documentary Videos

**ASSESSMENT COMPONENTS / METHODS**

- 1) Review of exercises
- 2) Quiz/Puzzles
- 3) Interview
- 4) Observation

**OUTCOMES:**

Students who complete this course will be able to:

- Face campus interview more confidently.
- Adapt to corporate expectations.
- Handle difficult people and situations.
- Manage their emotions and display appropriate behavior.

**TRIMESTER IV**

<b>MSB 7101</b>	<b>INTERNATIONAL BUSINESS MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To give an indication of Stages of Internationalization of Business and modes of entry
- To be familiar with the International Marketing Mix and Stages of International Product life cycle
- To build the foundations for taking effective action in the multi-faceted world of international business.
- To endow with a knowledge on World economic and trading situation and Export, Import Procedure and Documentation.

**MODULE I INTRODUCTION TO INTERNATIONAL BUSINESS 6**

International Business: Introduction to International Business - Reasons for Going Global - Modes of Entry - Stages of Internationalization of Business - International Business Approaches - Global Challenges.

**MODULE II FRAME WORK FOR ANALYZING INTERNATIONAL BUSINESS 6**

Frame work for analyzing international business environment-geographical, economic, socio-cultural, political and legal environment. Introduction to Theories of International trade, Economic integration-Trade Blocks.

**MODULE III INTERNATIONAL ECONOMIC ENVIRONMENT 6**

International Economic Environment: World economic and trading situation; International economic institutions and agreement - New Development Bank of Brick States, WTO, UNCTAD, IMF, World Bank, Foreign Exchange & Control - Theories on Exchange Rate Mechanism.

**MODULE IV FOREIGN DIRECT INVESTMENT 6**

Foreign Direct Investment: Theories, Benefits and Costs, International Marketing Mix, Stages of International Product life cycle. Technology transfers - Importance and types.

**MODULE V EXPORT, IMPORT PROCEDURE AND DOCUMENTATION 6**

Foreign Trade Procedure - Export, Import Procedure and Documentation -  
Future of International Business with Special Emphasis on India and China.

**Total Hours: 30**

**REFERENCES:**

1. P. Subba Rao, "International Business Text and Cases", 3<sup>rd</sup> revised enlarged edition, Himalaya Publishing House, Mumbai, 2013.
2. Charles W.I. Hill and Arun Kumar Jain, "International Business", 6<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2010.
3. John D. Daniels, Prashant Salwan, Daniel P. Sullivan and Lee H. Radebaugh, "International Business: Environments and Operations", 12<sup>th</sup> Edition, Pearson India, 2010.
4. K. Aswathappa, "International Business", 5<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2012.
5. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, "International Business", 7<sup>th</sup> Edition, Cengage Learning, New Delhi, 2010.
6. Rakesh Mohan Joshi, "International Business", Oxford University Press, New Delhi, 2009.
7. Vyuptakesh Sharan, "International Business", 3<sup>rd</sup> Edition, Pearson Education in South Asia, New Delhi, 2011.

**OUTCOMES:**

On completion of course:

- Students will gain a comprehensive knowledge of stages of international Product life Cycle.
- Students will be able to design, develop and implement an integrated international Business strategy.
- Helps in developing suitable strategy for the multi-faceted world of international business.
- Realize the process of Export and Imports Documentation.

**OBJECTIVES:**

- To read and analyze time series data
- To statistically analyze the relations among series
- To statistically predict a time series

**LIST OF EXERCISES:**

1. Importing data from excel work file
2. Creating a work file
3. Open the data as group
4. Data transformation and visualization
5. Descriptive data analysis and interpretations
6. Test for stationarity and interpretations
7. Estimating a regression model and interpretations
8. Test for long run relationship and interpretations
9. Test for short run relationship and interpretations

**Total periods: 30**

**PEDAGOGY / METHODOLOGY FOR CLASS**

- i. Related theory and reason behind the exercise
- ii. Hands on demo and practice in the lab

**ASSESSMENT COMPONENTS / METHODS**

- i. Report on the day's exercise
- ii. Report on practice exercise
- iii. End term practical exam

**OUTCOMES:**

Students who complete this course will be able to:

- Import the time series data
- Perform statistical analysis
- Identify their relationship between the time series data &
- The goodness of fit of the model

**TRIMESTER V**

<b>MSB 7211</b>	<b>STRATEGIC MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The course will be focusing on:

- To impart knowledge on the Strategies, Strategy Implementation, Evaluation and Control.
- To offer an essential perceptive of the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations.
- To inspire students to think critically and strategically.
- To develop the ability to identify strategic issues and design appropriate courses of action.

**MODULE I INTRODUCTION 6**

Strategy - Nature and purpose of business policy - Definition - levels of operations - Process of strategic management - Strategic Intent Meaning – Hierarchy – Vision - Mission.

**MODULE II ENVIRONMENT APPRAISAL 6**

External environment scanning (ETOP- PEST Analysis) - Appraisal of internal environment SWOT audit - Competitive advantage- core competency - Industry analysis- Competition analysis.

**MODULE III STRATEGY FORMULATION 6**

Levels and choices in strategy - Grand strategies - Stability strategies - Expansion strategies - Retrenchment strategies - Combination strategies - Business level strategies: Porter's Generic business strategy model - Business ethics: need and importance, organizational values and culture, corporate governance, corporate social responsibility.

**MODULE IV STRATEGIC ANALYSIS & CHOICE ACTIVATING STRATEGY**

**6**

Process of making choice - Subjective factors influencing choice - Contingency strategies - Pyramid of strategy implementation - Project implementation - Procedural implementation - Resource allocation.

**MODULE V IMPLEMENTATION & CONTROL**

**6**

Various approaches to implementation of strategy - Change Management Strategies- Matching organization structure with strategy - 7S model for implementation- strategic evaluation- Strategic control process - Du Pont's control model - Balanced score card - M.Porter's approach for Globalization - Future of Strategic Management

**Total Hours: 30**

**REFERENCES:**

1. Thomas L. Wheelen and J. David hunger, "Concepts in strategic management and Business policy toward global sustainability", Pearson education, 13<sup>th</sup> Edition, 2013.
2. Azhar Kazmi, "Business Policy & Strategic Management", Tata McGraw Hill, 3<sup>rd</sup> Edition, 2008.
3. L. M. Prasad, "Strategic Management", Sultan Chand & Sons, 2008.
4. Michael E. Porter, "Competitive Strategy: Techniques for Analyzing Industries and Competitors", Simon, New Edition, 2010.

**OUTCOMES:**

Upon successful completion of this course, a student will be able to:

- Exhibit the ability to think critically in relation to a particular problem, situation or strategic decision through real-world scenarios.
- Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.
- Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production.
- Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage.

**OBJECTIVES:**

The objectives of this lab course would be to:

- Enable the students practice the art of negotiation
- Make them use the negotiation strategies in real-life sales situations
- Provide inputs on intricacies / barriers involved during negotiation process
- Train on overcoming barriers and winning sales

**LIST OF EXERCISES:**

Exercises involving a judicious combination of the following aspects/ stages of negotiation:

- 1) Pre-negotiation - Preparation, information sharing
- 2) Understanding consumer motivation
- 3) Opening for negotiation
- 4) Negotiation process - involving product, pricing, promotional schemes
- 5) Negotiation strategies (win-win / lose-win, etc)
- 6) Arriving Agreement
- 7) Overcoming barriers & break-down that create roadblocks
- 8) Ethical aspects
- 9) Communication & listening Skills for negotiations
- 10) Persuasive skills
- 11) Handling intimidation
- 12) Closing

**Total periods: 30**

## **PEDAGOGY / METHODOLOGY FOR CLASS**

### **A suitable mix of the following:**

- (1) Role plays
- (2) Participative learning
- (2) Guided training
- (3) Group Discussion

## **ASSESSMENT COMPONENTS / METHODS**

Assessment pattern would be based on the following components:

- 1) Quality of role plays
- 2) Students' participation
- 3) Quiz
- 5) Assignment
- 6) Attendance, etc.

## **OUTCOMES:**

After doing the course, the students would have:

- Acquired the skills and confidence to do sales negotiations.
- Learnt consumers' motivation for negotiation.
- Developed strategies for negotiating in a given sales problem.
- The ability to overcome negotiation barriers.
- Mastered the art of closing sales.

**ELECTIVES - MARKETING MANAGEMENT**

<b>MSBY 001</b>	<b>RETAIL MARKETING</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

At the successful completion of the course the student will be able to:

- Get an overview of the Retail Sector and its contribution to Indian Economy
- Understand its various formats and developments
- Develop an understanding of the consumer and their needs
- Know different dimensions of retailing such as Location, Merchandise, Pricing, Service, Communication, Store Design and Visual Merchandising

**MODULE I INTRODUCTION 6**

Introduction to Retailing - Role and functions of Retailer - Retailer characteristics- Theories of Retail Development - Unorganized Vs. Organized Retailing - Retail Formats - Multi Channel Retailing - Indian Retail Scenario - Current State, Issues, Potential and Future Direction.

**MODULE II RETAIL STRATEGY 6**

Understanding the Retail Customer- Dimensions of Retail Strategy - Retail Location- Store Site Selection - Retail Pricing - Retail Merchandising - Category Management - Role of Private Label Brands - Retail Communication

**MODULE III RETAIL STORE MANAGEMENT 6**

Retail Store Space Management - Store Layout and Design - Exterior and Interior Store Design Elements - Store Atmospherics - Visual Merchandising in Retail.

**MODULE IV CUSTOMER SERVICE & SERVICES RETAILING 6**

Customer Service in Retailing - Gathering Customer Information - Significance of POS - Encouraging Loyalty - Retailing in the Service Sector - Retail Banking - Retail Insurance - Other Financial Services Retailing - Health Services Retailing - Retailing in the Hospitality Industry - Measuring Retail Service Quality.

**MODULE V E- TAILING**

**6**

Introduction - Role of Technology in Satisfying Market Demand - Structure and Developments in E- Tailing - Factors Influencing the Growth of E-Tailing - Features of E- Tailing - Comparison of Conventional Retailing and E-Tailing - Customer Experience and Future of E- Tailing.

**Total Hours: 30**

**REFERENCES:**

1. Swapna Pradhan, "Retailing Management - Text and Cases", Tata McGraw Hill, 4<sup>th</sup> Edition, New Delhi, 2012
2. Chetan Bajaj, Rajnish Tuli & Nidhi V. Srivastava, "Retail Management", Oxford Higher Education, 3<sup>rd</sup> Edition, New Delhi, 2005.
3. Barry Berman, Joel R. Evans and Mini Mathur, "Retail Management: A Strategic Approach", Pearson Education, 11<sup>th</sup> Edition, 2012.
4. David Gilbert, "Retail Marketing Management", Pearson Education, 1<sup>st</sup> Edition, 2006.

**OUTCOMES:**

On successfully completing this program the student will be able to:

- Explain the various terms and concepts in retailing.
- Have a complete understanding of the various functions of retailing
- Understand the factors influencing customers' purchase behavior and design suitable strategies with respect to product, pricing, merchandising, customer service, communication, store design and visual merchandising.
- Appreciate and adapt to the recent developments in the retail industry.

**OBJECTIVES:**

- To help the students understand and appreciate the emerging areas of service sector/economy
- To get a complete understanding of services marketing and various factors contributing to its development
- To develop methodology for understanding customer expectation and perception
- To learn techniques for designing and delivery of services
- To identify methodologies for developing marketing strategies for various services.

**MODULE I INTRODUCTION**

**6**

Definition of Service and Service Marketing - Evolution of Service Sector - Reasons for growth of Services - Types of Service Sector - Distinguishing characteristics of Services - Tangibility Spectrum - Goods vs Services and Marketing implications - Classification of Services - Marketing mix for Services - Service quality: Introduction to Gaps Model and SERVQUAL Dimensions.

**MODULE II SERVICE CUSTOMER**

**6**

Customer Expectation of Services - Customer Perception of services - Segmenting Service Markets: Characteristics and Bases - Strategies for building Service Customer Relationships - Service Recovery

**MODULE III SERVICE DESIGN**

**6**

Service Life Cycle Stages - Steps in New Service Development - Types of Service Standards - Service Process - Service Blueprinting - Physical Evidence and Service scape - Tools for differentiating Services - Methods of Pricing Services

**MODULE IV SERVICE DELIVERY**

**6**

People in Services: Roles of Employees and Customers - Distributing Services: Channel Functions, Factors for Channel Selection - Promotional

Mix for Services: Advertising Media for various Services, Steps in Personal Selling of Services, Sales Promotion Tools for Services.

**MODULE V MARKETING STRATEGIES FOR DIFFERENT SERVICES 6**

Formulating Service Marketing Strategies for Health, Hospitality, Tourism, Financial, Information Technology, Educational, Entertainment and Logistics Services.

**Total Hours: 30**

**REFERENCES:**

1. Halen Woodroffe, "Services Marketing", McMillan Publishing Co., New Delhi, 2003.
2. Valarie Zeithaml and Mary Jo Bitner, "Services Marketing", Tata McGraw Hill, 2002.
3. Ramamohana Rao, "Services Marketing", Pearson Education, 2005.
4. Jha, "Services Marketing", Himalaya Publishing House, 2002.

**OUTCOMES:**

On successfully completing this program the student will be able to:

- Define and explain various terminologies associated with Services Marketing.
- Explain the techniques mastered for understanding services that customer needs.
- Acquire the knowledge necessary for designing and delivery of services.
- Mastering the technology required for developing strategies needed for Services Marketing.

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<b>MSBY 003</b>	<b>ADVERTISING AND SALES PROMOTION</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To provide conceptual understanding on the various forms of marketing communication and their inter linkages
- To develop knowledge needed for designing marketing communication in relation to requirement of the target customers
- To understand advertisements, its various forms, creative development and execution through various medias
- To learn the role and execution of Sales promotion and Public relations for different marketing situations

**MODULE I INTRODUCTION 6**

Advertisement - Concept and Definition - Advertisement objectives - Advertising Agency: Types - selection and remuneration - Client - Agency Relationship

**MODULE II DESIGN AND EXECUTION OF ADVERTISEMENTS 6**

Advertisement brief - creative process - Message development - Different types of advertisements - Layout - Design - Appeal - Copy structure - BTL and ATL - Advertisement media: types.

**MODULE III ADVERTISEMENT CAMPAIGN 6**

Advertisement Campaign Plan - Media plan - type and choice criteria - reach, frequency and effectiveness of advertisements - Cost of advertisements - e-Advertising - Media strategy and scheduling - Measurement of Ad Effectiveness

**MODULE IV SALES PROMOTION 6**

Sales promotion: objectives, scope - Sales promotion categories: consumer-oriented, channel-oriented, company-oriented - Designing of sales promotion techniques - Integrated promotion - Measuring the effectiveness of sales promotion - Methods of on-line sales promotions.

**MODULE V PUBLIC RELATIONS**

**6**

Public relations: types, roles - Design, Execution and Evaluation of Various PR programs

**Total Hours: 30**

**REFERENCES:**

1. George E. Belch and Michel A. Belch, "Advertising & Promotion", McGraw Hill, Singapore, 1998.
2. Kenneth Clow and Donald Baack, "Integrated Advertisements, Promotion and Marketing communication", Prentice Hall of India, New Delhi, 2003.
3. S.H.H. Kazmi and Satish K. Batra, "Advertising & Sales Promotion", Excel Books, New Delhi, 2001.
4. Julian Cummings, "Sales Promotion", Kogan Page, London, 1998.
5. S.A. Chunawala, "Advertisement & Promotion Management", Himalaya Publishing, 2007.

**OUTCOMES:**

On successfully completing this program the student will be able to:

- Explain various forms of marketing communication and the concepts related to the same.
- Understand the role of Integrated Marketing communication and select suitable mix that will reach the right target audience.
- Interact with the advertising agencies on providing advertising briefs, designing suitable advertisements.
- Gauge the marketing situation and thereby design suitable sales promotional activities to achieve the objective.

<b>MSBY004</b>	<b>CONSUMER BEHAVIOUR</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To enable students understand the behavioral aspects of consumers
- To relate various psychological dimensions, models and theories related to consumer behavior
- To study consumers as individuals and as part of their social and cultural environments
- To learn decision making process of consumers and their purchase behaviors
- To understand various other emerging factors that will have an impact on consumers.

**MODULE I INTRODUCTION 6**

Consumer Behaviour : Concept and Need for studying - Objectives of consumer research - Consumer Research process - Approaches to the study of consumer behaviour.

**MODULE II CONSUMER AS AN INDIVIDUAL 6**

Consumer needs and motivation: nature, types, applications - Values and life style - Personality and CB - Consumer diversity - Consumer Perception theories and application to CB -Theories of learning and application - Basic CB models of attitude - Attitude change.

**MODULE III CONSUMERS IN THEIR SOCIAL & CULTURAL ENVIRONMENT 6**

Group: types, reference group, opinion leader & applications to CB - Family & family cycle - Family decision making - Influence of social class, culture and sub-culture, cross cultural aspects on CB.

**MODULE IV CONSUMER DECISION PROCESS & POST-PURCHASE BEHAVIOUR 6**

Innovation diffusion - Consumer decision making process - Models of consumer decision process: Shiffman, Howard-Sheth and Engel-Kollat-Blackwell models - Post-purchase behaviour - Consumer dissonance.

**MODULE V RELATED ASPECTS**

**6**

Consumerism - Consumer protection - Online consumer behaviour - Overview of Organizational Buyer Behaviour.

**Total Hours: 30**

**REFERENCES:**

1. Leon G. Schiffman and Leslie Lazar Kanuk, "Consumer Behaviour", Pearson Education, New Delhi, 2002.
2. David L. Loudon, Albert J. and Della Bitta, "Consumer Behaviour", McGraw Hill, New Delhi, 2002.
3. K. K. Srivastava, "Consumer Behaviour in Indian Context", Goltotia Publishing Co., New Delhi, 2002.

**OUTCOMES:**

At the end of the course the students will be able to:

- Have an understanding of the concepts that guide the consumer behavior and their purchase decisions
- Interpret the psychological behavior of the consumers using the models and theories learnt
- Explain the factors to be considered from individual and social angle for designing marketing strategies
- Acquire the knowledge necessary for designing various overall marketing strategies that suits different segments of consumers

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<b>MSBY005</b>	<b>PRODUCT AND BRAND MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The objectives of the course will be to make the students:

- Understand the various terms related to product and brand
- Understand the consumer needs and develop a step by step approach for developing new products
- Gain knowledge on the need for brand and the factors surrounding the development and design of brands
- Learn about the proper execution of brand strategies and evaluating their performance

**MODULE I INTRODUCTION 6**

New Product: definition, concepts, design, process - Product standardization and simplification.

**MODULE II NEW PRODUCT DEVELOPMENT STAGES 6**

NPD: approaches, process - Idea generation, screening & evaluation - Concept development, evaluation & testing - Marketing-strategy development - Business /Commercial analysis - Product development - Proto-type testing - Market testing - Test Marketing - Product Launch and Control - Commercialisation - Post-launch tracking and control.

**MODULE III BRAND CONCEPTS 6**

Concepts of Brands - Evolution - Perspectives - Brand Names and Associations - Brand Planning - Perspectives, Levels, PRIZMS - Brand Image - Brand Culture - Brand Systems - Roles - Types of brands.

**MODULE IV BRAND AND CONSUMER PERSPECTIVE 6**

Brand and Consumers - Buying Decision - Making and Building Brand for Superiority and Success - Need and Techniques: Brand Positioning, Brand Repositioning - Brand personality - Brand Ambassador - Brand strategies: Brand Extensions, contractions & elimination.

**MODULE V BRAND IMPACT**

**6**

Managing brand performance over the product life cycle - Brand Values - Brand loyalty - Product and Brand Failures - Commoditization of Brand - Keeping Brand Alive: Creating and Maintaining - Measuring Brand Equity - Brand Vitalization - Methods of Brand Valuation.

**Total Hours: 30**

**REFERENCES:**

1. Ramanuj Majumdar, "Product Management in India", Prentice Hall of India, 2002.
2. Donald R. Lehmann and Russel S. Winer, "Product Management", Tata McGraw Hill, 2005.
3. S.A. Chunawala, "Compendium of Brand Management", Himalaya Publishing, 1998.
4. Harsh Varma, "Brand Management", Excel Books, 2000.
5. Kevin Lane Keller, "Strategic Brand Management", Pearson Education, 2003.
6. S. Ramesh Kumar, "Managing Indian Brands", Vikas publishing House (P) Ltd., 2002.

**OUTCOMES:**

On successful completion of the program, the students will be able to:

- Identify all the related concepts of branding a product, developing the identity, creating awareness, develop customer relationship
- Develop strategies for selecting brand personalities and enhancing the brand equity
- Implement the techniques for gauging the outcomes so as to enhance the value of brand through various strategies.

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<b>MSBY 006</b>	<b>INDUSTRIAL MARKETING</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The objectives of the subject will be to make the student to:

- Get an overview of the various dimensions of industrial marketing and the similarities and differences it has with consumer marketing
- Learn the buying behavior of Industrial organization
- Know the strategies pertaining to segmentation, targeting and positioning
- Understand the 4 P's with respect to Industrial marketing

**MODULE I DIMENSIONS OF INDUSTRIAL MARKETING 6**

Nature of Industrial Marketing - Definition - Industrial vs Consumer marketing  
- Types of Industrial Customers - Characteristics of business markets -  
Classification of Industrial products - Industrial Marketing Environment and  
Strategies.

**MODULE II ORGANISATIONAL BUYING AND BUYER BEHAVIOUR 6**

Nature of Industrial buying - Buy grid model: Buying situations, Buy Phases,  
Marketing strategies in various buying situations and phases - Buying centres:  
Buying centre roles - Webster and Wind model - Sheth model

**MODULE III INDUSTRIAL MARKETING RESEARCH & S-T-P STRATEGIES 6**

Marketing research process - Comparison between industrial and consumer  
research Industrial market Segmentation: Bases, Macro and Micro variables  
- Target marketing - Industrial product positioning.

**MODULE IV INDUSTRIAL PRODUCT STRATEGIES & CHANNEL DECISION 6**

Developing Product Strategies - Industrial Product life cycle analysis and  
strategies - Stages of new product development - Industrial marketing  
channels - Choosing right distributor - Marketing logistics: Warehouse Location  
and functions, Modes of Physical distribution and Transportation

**MODULE V INDUSTRIAL MARKETING COMMUNICATION  
AND PRICING**

**6**

Training and Compensating industrial sales people - Industrial advertising media - Sales promotion methods and strategies - Industrial pricing: Factors influencing, Pricing strategies and policies - Commercial terms and conditions in industrial markets.

**Total Hours: 30**

**REFERENCES:**

1. Robert R. Reeder, Edward G. Brittle and Pretty H. Reedier, "Industrial Marketing - Analysis Planning and Control," Prentice Hall of India Limited, New Delhi, 2000.
2. Krishna K. Havaladar, "Industrial Marketing," Tata McGraw Hill, New Delhi, 2002.
3. Alexander Hill, et. al., "Industrial marketing", AITBS, 2000

**OUTCOMES:**

On successful completion of the course the student will be able to:

- Distinguish between marketing specifically to industrial customers and individual customers
- Understand various aspects of industrial marketing
- Acquire the knowledge required for designing and implementation of various marketing strategies

<b>MSBY 007</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>	<b>L T P C</b>
	<b>MARKETING</b>	<b>3 0 0 3</b>

**OBJECTIVES:**

- To make the students understand the concepts and context of customer relationship management
- To provide inputs on the strategies to know the profile and behaviour of customers
- To make the students learn the process of information gathering, analysis and evaluation
- To train on building and managing customer relationships
- To enable the students to devise CRM strategies and implementation

**MODULE I BASICS OF CRM / RM BASICS 6**

Customer Relationship Management (CRM): Definition, Purpose, Evolution - Schools of thought on CRM -Types of CRM - Levels of CRM -Relationship Marketing (RM) - Trust and belonging - Personal touch.

**MODULE II CUSTOMER DIMENSION 6**

Types of customers - Customer value: concept, types, LTV - Identifying external information sources - Customer intelligence - Customer Loyalty: meaning & categories - Loyalty ladder - Loyalty schemes - Loyalty programs - Loyalty cards - Loyalty based segmentation - Principles of trust, commitment, involvement - Customer retention: significance, factors, retention strategies, effects.

**MODULE III RELATIONSHIP MARKETING AND STRATEGIES 6**

Transaction Marketing vs Relationship Marketing - Bucket theory - Relationship partners - Close versus distant relationship - Relationships to brands and objects - Theories of RM - Nordic School Perspective - Six markets model - Relationship Life Cycle - Bonding for Customer Relationship / Relationship Marketing Strategies - Return on Relationships (RoR).

**MODULE IV CONTACT TECHNOLOGIES AND STRATEGIES 6**

Technology to manage customer contacts - Analytical CRM: Role of IT in

building, maintaining & enhancing relationships - Overview of customer data management technologies - Data warehousing, mining, analyzing - Online/e-CRM relationships - Operational CRM: call centre and front desk technologies.

**MODULE V CRM / RM: IMPLEMENTATION, MEASUREMENT AND ISSUES**

**6**

CRM implementation: Planning, Roadmap, Building blocks - Frame work for building RM strategy - Voice of customer - Reasons for customer defection - Customer actions after product/service failure - Recovery strategies - CRM/ RM measurement and metrics for CRM.

**Total Hours: 30**

**REFERENCES:**

1. Kumar, A., Sinha, C. and Sharma, R. (2009). Customer Relationship Management (Reprint Edition), New Delhi: Biztantra Publication (code: CRM)
2. Shainesh, G. and Jagdesh N. Sheth. (2010). Customer Relationship Management (Reprint Edition), Chennai: Macmillan Publishers India Limited (code: CRM)
3. Godson, M. (2009). Relationship Marketing, New York: Oxford University Press.

**OUTCOMES:**

On successful completion of the course, the students:

- Would be able to use the customer relationship concepts & theories to correlate with the practical environment in various organizations that deal with customer relationship strategies.
- Would be in a position to manage customer relationship activities in organizations.
- Can design appropriate customer intelligence technologies and ideal retention strategies to match customer loyalty.
- Can use the call center technologies to manage customer data
- Would have acquired the techniques of implementing customer relationship management processes in organizations.

**OBJECTIVES:**

- To provide conceptual understanding on rural marketing in Indian context
- To learn the significance, differences and similarities between urban and rural India
- To know the purchase behavior pattern of rural consumers
- To highlight the challenges and opportunities rural markets hold for organizations
- To understand and appreciate various other emerging factors such as SHGs, functions of NGOs, etc.

**MODULE I INDIAN RURAL ECONOMY**

**6**

Overview – Dimensions – Policies – Program – Reform - Role of Rural marketing in India - Development in the last few decades - Relevance and importance in the emerging scenario - future directions

**MODULE II RURAL MARKETING**

**6**

Definition - Nature-scope and attractiveness-Features - Rural Vs urban marketing - potential and changing pattern of rural marketing - Significance - limitations - Rural consumer Behavior - Influencing factors - changing trends.

**MODULE III RURAL MARKET & PRODUCT SELECTION**

**6**

Market Selection - Attractiveness of the market – Segmentation - concepts, Degree, guidelines, Targeting and positioning - Competitive marketing strategies, Product Selection - Selecting the right product-matching the expectations - Product mix - Pricing strategies-Objectives, concepts, significance and pricing policies

**MODULE IV PROMOTION STRATEGIES**

**6**

Promotion mix for Rural markets - Differences in Rural and urban communication Marketing communication mix - Communication objectives, Target audience characteristics, Designing the mix strategy, selection of Media, Execution and Evaluation of effectiveness, Impact of Information technology on rural communication

**MODULE V DISTRIBUTION STRATEGIES**

**6**

Channels of Distribution-distribution patterns of old and new channels-innovative means and approaches for rural market coverage

**Total Hours: 30**

**REFERENCES:**

1. Krishnamacharyalu C.S.G and Lalitha Ramakrishna, "Rural Marketing - Text and Cases", Pearson Education, 2002
2. Ram Kishen, "New Perspectives in rural and agricultural Marketing", Jaico Publishing House, Mumbai, 2005
3. Gopalsamy T. P., "Rural Marketing", Wheeler Publishing, 2004.
4. Ramanaacharyalu, "Rural Marketing", Pearson education, 2005.

**OUTCOMES:**

At the end of the program the student will be able to

- Explain various concepts in rural marketing with reference to Indian context
- Get a complete understanding of urban and rural marketing
- Obtain the knowledge about purchase decision-making of rural consumers
- Acquire the skill required for designing various marketing strategies that would suit segments of rural customers



other middlemen - Overview of the functions of physical distribution management.

**MODULE V DESIGNING AND MANAGING CHANNELS**

**6**

Designing channel systems - Channel management: conflict handling, performance and evaluation.

**Total Hours: 30**

**REFERENCES:**

1. Havaladar, Krishna K. and Cavale, Vasant M. (2011). Sales and Distribution Management, New Delhi: Tata McGraw Hill.
2. Still, Richard R., Cundiff, Edward W. and Govoni, Norman A.P., (1988). Sales Management: Decisions, Strategies, and Cases, NJ: Prentice-Hall, Englewood Cliffs.
3. Tapan K. Panda and Sunil Sahadev. (2012). Sales and Distribution Management, New Delhi: Oxford University Press.

**OUTCOMES:**

On successful completion of the course the student will be able to:

- Equip himself with the knowledge on the concepts of selling and salesmanship
- Understand the role of sales personnel
- Have a complete understanding on the distribution channels and thereby designing suitable strategies.

<b>MSBY 010</b>	<b>DIGITAL MARKETING</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To understand why and how to use digital marketing within a larger marketing strategy
- To understand the significance of digital marketing channels
- To learn to develop, evaluate, and implement a comprehensive digital marketing strategy and plan
- To learn how to measure the returns from digital marketing campaign
- To explore the latest digital marketing tools and technologies

**MODULE I DIGITAL MARKETING FUNDAMENTALS 6**

Introduction to Digital Marketing - Online marketplace analysis: Micro-Environment, The Internet Macro-Environment

**MODULE II DIGITAL STRATEGY DEVELOPMENT 6**

Digital marketing strategy - The Internet and the Marketing Mix - Relationship Marketing using Digital Platforms

**MODULE III DIGITAL MARKETING: IMPLEMENTATION & PRACTICE 6**

Delivering the online customer experience - Campaign planning for digital media - Marketing communications using digital media channels - Evaluation and improvement of digital channel performance - Web Analytics - Business-to-consumer digital marketing practice - Business-to-business digital marketing practice

**MODULE IV WEB MARKETING TOOLS AND TECHNIQUES 6**

Web Marketing (E-commerce, Affiliate Marketing, promotional or informative web sites) - Online Advertising - Display Advertising - Email Marketing - Search Engine Optimization (SEO) and Search Engine Marketing (SEM) - Pay per click - Cost per impression - Video & Audio Marketing (Podcasting).

**MODULE V SOCIAL MEDIA, CONTENT AND MOBILE MARKETING 6**

Social Media Marketing - Micro Blogging - Content Marketing - Mobile Marketing  
- Mobile Apps - Other Digital Marketing platforms.

**Total Hours: 30**

**REFERENCES:**

1. Dave Chaffey and Fiona Ellis-Chadwick, "Digital Marketing: Strategy, Implementation and Practice", Pearson Education, 5<sup>th</sup> Edition, 2012
2. Glen Urban, "Digital Marketing Strategy: Text and Cases", Prentice Hall, 1<sup>st</sup> Edition, 2004.
3. Jed Alpert, "The Mobile Marketing Revolution: How your brand can have a one-to-one conversation with everyone", Tata McGraw Hill, 1<sup>st</sup> edition, 2012.

**OUTCOMES:**

On successful completion of the course:

- Students will gain a comprehensive knowledge of digital marketing strategy, from formulation to implementation.
- Students will be able to design, develop and implement an integrated digital marketing strategy.
- Students will know to evaluate the outcome of an integrated digital marketing strategy.

**ELECTIVES - FINANCIAL MANAGEMENT**

<b>MSBY 021</b>	<b>SECURITY MARKET AND ANALYSIS</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The objective of the course will be to make the students understand:

- Types of risks involved in different types of investments
- How to trade in stock market
- The role of SEBI in investor protection
- Bond valuation and its volatility in the market
- The technical & financial analysis of the company's financial statements

**MODULE I INVESTMENT SETTING 6**

Financial Markets - Financial Assets/Instruments - Investment Objectives - Risk and Return - Analysis of different types of Risks and Return - Measures of Return and Risk- Determinants of Required Rate of Return- Risk free rate and factors influencing the risk free rate - Risk Premium

**MODULE II CAPITAL MARKET 6**

Organization and Function of Equity Market, Derivatives market and Bond Market - Mutual Funds. Interpretation of Future and Option Price Quotations. Primary market - Pricing of new issues - Secondary Market, functions, Mechanics of Share Trading, Investor protection, Role of SEBI

**MODULE III VALUATION 6**

Valuation of Equity Shares: Theory of Valuation - Alternative Valuation - Methods Valuation of Bonds - I Bond Valuation- Computing Bond Yields. Calculation of future bond prices; Yield curve Valuation of Bonds - II Determination of interest rates. Term structure interest rate theories. Bond price volatility.

**MODULE IV EFFICIENT MARKET HYPOTHESIS 6**

Efficient Market Concept - Different forms of Efficiency- Random walk theory- Challenges to the Efficient Market Hypothesis

**MODULE V FUNDAMENTAL & TECHNICAL ANALYSIS**

**6**

Fundamental Analysis: Economic Analysis - Macro economic activity and security Markets - Economic Series and Stock Prices - Industry Analysis: Business Cycle and Industry Sectors - Evaluating the industry life cycle - Analysis of Industry Competition Estimation of Industry Rates of Return. Company Analysis - Firm Competitive Strategies - SWOT Analysis. Analysis of Growth and Value Companies Financial Statement Analysis Major Financial Statements. Computation and Analysis of Financial Ratios. Technical Analysis: Assumptions, Advantages and Challenges - Technical Trading Rules and Indicators - Technical Analysis of Equity Markets

**Total Hours: 30**

**REFERENCES:**

1. Donald E. Fischer & Ronald J. Jordan, "Security Analysis and Portfolio Management", 8<sup>th</sup> Edition, Prentice Hall of India (P) Ltd, 2008.
2. V.A. Avadhani, "Security Analysis and Portfolio Management" 10<sup>th</sup> Edition, Himalaya Publishing House, 2011.

**OUTCOMES:**

Students will be able to:

- Identify the risks involved in investments
- Evaluate the rate of return of the company through life cycle of the industry
- Aware of the investor protection given by SEBI
- Identify the strength, weakness, opportunities and threats by analysing the financial statements of the industries.

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<b>MSBY 022</b>	<b>FINANCIAL SERVICES</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To provide an overview of the financial services sector
- To understand the Concept of Financial Services and its classification
- To understand the Functions of the Financial System
- To identify the different types of organizations engaged in the provision of financial services

**MODULE I INTRODUCTION 2**

Introduction to Financial Services: Objectives - Importance - Nature - Scope - fund based - fee based services

**MODULE II HIRE PURCHASE & LEASING 9**

Hire Purchase: Meaning - features - Rights - Legal, Taxation and Accounting aspects of HP. Leasing: Meaning - features - types/forms - accounting frame work-Tax implication.

**MODULE III MERCHANT BANKING AND DEPOSITORY SERVICES 9**

Merchant banking services - capital issue management - pricing of issue - marketing of issues - SEBI - Securities Appellate Tribunal. Concept of Depository: Function - Pros & Cons -Functioning - Role of NSDL, CSDL.

**MODULE IV MUTUAL FUNDS AND CREDIT RATING 3**

Mutual funds: meaning, definition, objectives, advantages and types of Mutual Funds. Credit rating: definition, advantages, process and limitations - country, Business, SME, Personal.

**MODULE V FUND BASED FINANCIAL SERVICES 7**

Factoring: definition, functions of a factor, types. Bills discounting: concept, types of bill of exchange - Consumer finance - Chit Funds. - Real estate finance - reverse mortgaging - Venture capital financing - process - stages. Micro finance - SRO (Self Regulated Organisation) - standard and principles - scale - micro credit.

**Total Hours: 30**

**REFERENCES:**

1. Dr. S. Gurusamy, "Financial Services "2/E , Tata McGraw-Hill Education, 2009
2. M.Y. Khan, "Financial Services"; Tata McGraw-Hill Education, 2004
3. Machiraju, "Indian Financial System"; Vikas Publishing House, 2nd Edition, 2002.

**OUTCOMES:**

- Better understanding of the range and diversity of financial services
- Knowledge of how financial services are related to customer needs and the complexity of the industry.

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<b>MSBY 023</b>	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES :**

The objectives of the course will be to make the students understand

- Foreign Exchange Market
- Exchange rate determination and forecasting
- Foreign trade financing
- Capital budgeting for multinational corporations

**MODULE I INTRODUCTION 4**

Multinational financial Management - objectives of MNCs - difference between domestic and International Financial Management - Reasons for increasing importance of International Finance - challenges and opportunities before an MNC.

**MODULE II MARKET FOR FOREIGN EXCHANGE 6**

Definition of foreign exchange market and the exchange rate - quotations at the foreign exchange market - spot market - forward market - settlement of transactions in the international market. Foreign Exchange Management Act (FEMA). Indian Forex Market - structure - exchange rate fixation.

**MODULE III EXCHANGE RATE DETERMINATION AND FORECASTING 8**

Theories of exchange rate determination. The need and importance for forecasting exchange rates - forecasting techniques - technical forecasting - fundamental forecasting - limitations of fundamental forecasting - market based forecasting.

**MODULE IV FINANCING FOREIGN TRADE 6**

Problems faced by developing countries for promoting trade. International Commercial Terms (INCOTERMS) - Credit risk - management of credit risk - Letter of Credit - types of credit to exporters. International trade financing in India - pre shipment and post shipment credits - EXIM Bank - ECGC. Capital and current account transactions

**MODULE V CAPITAL BUDGETING FOR MULTINATIONAL CORPORATIONS**

**6**

Input for multinational capital Budgeting - complexities of multinational capital budgeting exercise - factors to be considered in multinational capital budgeting. Foreign exchange exposure.

**Total Hours: 30**

**REFERENCES:**

1. Alan C.Shapiro, "Multinational Financial Management", Wiley John Wiley & Sons Inc., 2005
2. A.K Seth, "International Financial Management," Galgotia Publishing Company, New Delhi, 2004.
3. Jeff Madura ,"International Financial Management" Thomson Learning, 2005.
4. Reid W. Clich, Joshua D Coval, " International Financial Management" Prentice Hall, 2004.

**OUTCOMES:**

At the end of this course, the students will be able to:

- Analyse the developments in Indian and International foreign exchange markets
- Take financing and capital budgeting decisions for a Multinational Company.

<b>MSBY 024</b>	<b>STRATEGIC FINANCIAL MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To know about fixed and working capital requirements in industry
- To understand how risk can be minimized by using risk adjusted techniques
- To get an overview about the capital structure and dividend theories.

**MODULE I INTRODUCTION 4**

Financial Planning - meaning, principles and steps. Fixed and working capital - meaning and determinants. Over and under capitalisation - meaning, causes and remedies.

**MODULE II INVESTMENT DECISIONS-RISK ANALYSIS IN CAPITAL BUDGETING 10**

Appraisal of risky investments - pay back period method, risk adjusted discount rate method, certainty equivalent method, sensitivity analysis, probability technique, decision tree approach, and simulation technique.

**MODULE III FINANCING DECISIONS - POINT OF INDIFFERENCE 3**

Capital structure - meaning and determinants. Point of indifference - optimum capital structure.

**MODULE IV FINANCING DECISIONS - CAPITAL STRUCTURE THEORIES 7**

Capital structure theories - meaning and general assumptions, Net income approach, Net operating income approach, Modigliani and Miller approach, Arbitrage process.

**MODULE V DIVIDEND DECISIONS 6**

Dividend - meaning and types of dividend, types of dividend policy, determinants of dividend policy. Dividend theories - Walter's Model, Gordon's Model, Modigliani and Miller's Hypothesis.

**Total Hours : 30**

**REFERENCES:**

1. Shashi K.Gupta and R.K.Sharma, "Financial Management-Theory and Practice", Kalyani publishers, 8<sup>th</sup> revised edition, 2014.
2. S.N.Maheshwari, "Financial Management - Principles and Practice," Sultan Chand and Sons, 14<sup>th</sup> revised edition, 2011.
3. M Y. Khan and P.K Jain, "Financial Management - Text, Problems and Cases," Tata Mc Graw Hill Education Pvt. Ltd., 3<sup>rd</sup> reprint, 2012.

**OUTCOMES:**

At the end of the course, the students will be able to:

- Ascertain fixed and working capital requirements for a particular type of industry
- Minimize the risk in company's projects by using risk adjusted techniques

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<b>MSBY 025</b>	<b>FINANCIAL REENGINEERING</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

### **OBJECTIVES**

The objectives of the course will be to make the students understand:

- Turnaround strategies
- Rehabilitation of sick units
- Strategic cost management
- Sources and cost of capital
- Role of financial institutions in Financial reengineering

### **MODULE I INTRODUCTION 4**

Financial reengineering - meaning- definition - scope - importance. Process of financial reengineering.

### **MODULE II TURN AROUND STRATEGIES 8**

Corporate sickness - meaning - symptoms - causes - rehabilitation of sick units - problems faced by banks in rehabilitation of sick units. Turn around strategies : Mergers & Acquisition - legal aspects - financial framework.

### **MODULE III STRATEGIC COST MANAGEMENT AND ECONOMIC VALUE ADDITION 8**

Cost Management - objectives of cost management system -The concept of Economic Value Addition - Market Value Addition - Debt and Equity Restructuring, Asset Restructuring.

### **MODULE IV SOURCES AND COST OF CAPITAL 6**

Flexibility of Capital Structure - Long term sources - equity - debentures - preference shares - long-term loans - FOREX based sources - Short term sources - Commercial paper, Inter corporate investment, public deposits. Cost of capital- equity capital - preference capital - debenture - weighted average cost of capital.

**MODULE V ROLE OF FINANCIAL INSTITUTIONS IN FINANCIAL REENGINEERING**

**4**

Role of Development Financial Institutions - Industrial Development Bank of India - Industrial Finance Corporation of India- SIDBI, Board for Industrial and Financial Reconstruction (BIFR). Venture capital financing - meaning - special features - stages of financing - exit from venture capital investment.

**Total Hours: 30**

**REFERENCES:**

1. I. M. Pandey, "Financial Management", Vikas Publishing House, 2009.
2. M. Y. Khan, "Financial Services", Tata McGraw Hill, 2011.
3. S. N. Maheshwari, "Financial Management: Principles and Practice", Sultan Chand and Sons, 2005.
4. R. C. Sekhar and A.V. Rajagopalan, "Management Accounting", Oxford University Press, 2013.

**OUTCOMES:**

At the end of this course, the students will be able to understand how turnaround strategies can be implemented to improve the financial position of a company.

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<b>MSBY 026</b>	<b>DERIVATIVES MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To understand the Concept of derivatives, its types and instruments.
- To understand the markets where these instruments are traded, its mechanism & the underlying strategies
- To understand the range and diversity of derivatives market and how they relate to the needs

**MODULE I DERIVATIVES - INTRODUCTION 6**

Introduction - Types of derivatives - Markets - Distinction between markets - Economic functions of derivatives market - Role of derivatives market - Advantages of derivatives market -Downsides in derivatives market

**MODULE II DERIVATIVES INSTRUMENTS 6**

Futures and forwards - Mechanics of the market - Margin requirements - settlement of Index Futures contract- price quotations -Stock index futures - Nifty futures - Sensex futures contract Options - Types of options contract - Mechanics of the market- price quotations- margin system - stock index and stock options - Swaps - Mechanics of the market - Interest rate swaps - currency swaps -price quotations -financial intermediary

**MODULE III PRICING & VALUATION I 6**

Pricing of futures and forwards - Assumptions - hedging with futures - Hedging strategies - Hedge ratio. Valuation of interest rate swaps and currency swaps - credit risk

**MODULE IV PRICING & VALUATION II 6**

Assumptions in option price analysis - Factors affecting option prices - Put-call parity - Options pricing & options pay off - Models - Hedging and Arbitration opportunities

**MODULE V DERIVATIVE MARKET IN INDIA 6**

Need for Derivative Markets in India - Evolution of Derivative Markets in India - Derivatives Instruments Traded in India - Effect of derivative market in India -

### Management Programme

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Participants in Indian derivatives market - Regulations - Factors contributing to the growth of Derivative market in India - Institutional frame work of Derivatives market in India - requirements for a successful Derivatives Market

**Total Hours: 30**

### REFERENCES:

1. John C Hull, "Options, Futures and other Derivatives", 8/E, Pearson Education, 2012.
2. Durbin, Michael (2011). All About Derivatives (2nd ed.). New York: McGraw-Hill.
3. D.C. Patwari, "Options and Futures in an Indian Perspective", Jaico Publishing House, 2004.
4. Don M. Chance, Robert Edwin Brooks, An Introduction to Derivatives and Risk Management, South-Western Cengage Learning, 2013
5. S. Kevin, Commodity And Financial Derivatives, PHI Learning Pvt. Ltd., 2010.

### OUTCOMES:

- The students will know the range and diversity of derivative instruments available
- Able to trade in the derivative market
- Able to do risk mitigation through derivative instruments

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<b>MSBY 027</b>	<b>RISK MANAGEMENT AND INSURANCE</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The objectives of the course will be to make the students understand :

- Types of risks
- Benefits of risk management
- Risk management process
- Types of insurance
- Insurance accounting

**MODULE I INTRODUCTION 4**

Introduction to Risk Management - Nature of risk - terms and definitions. Organizing for Risk Management- Objectives of Risk Management- Scope of Risk Management- legal, financial and social benefits of managing risk.

**MODULE II CLASSIFICATION AND CONTROL 5**

Classifications of risk - Financial - Strategic - Operational - Market Risk. Enterprise Risk Management - Risk and opportunity - Influences and benefits of a risk management programme - Potential consequences of failing to manage risk.

**MODULE III RISK MANAGEMENT PROCESS 6**

Risk drivers - Internal and external influences on an organization - Risk Measurement and Pooling - Pooling and Diversification - Risk Control and Treatment - Risk avoidance - Risk reduction - Risk Retention - Risk analysis techniques - Barriers in the risk analysis process.

**MODULE IV INTRODUCTION TO INSURANCE 7**

Meaning- Nature, Types of Insurance- Emerging scenario - Principles of insurance- Functions of insurance - Reinsurance and double insurance - Profile of Insurance companies in India. Procedures for taking life, fire, marine insurance policy - Procedure for Settlement of claims- IRDA Act.

**MODULE V MATHEMATICAL BASIS OF INSURANCE**

**8**

Under Insurance - Premium calculation - Insurance accounting.

**Total Hours: 30**

**REFERENCES:**

1. Alka Mittal, Gupta S.L. "Principles of Insurance and Risk Management", Sultan Chand and Sons, 2010.
2. James T.Gleason, "Risk; The New Management Imperative in Finance", Jaico Publishing House, 2004.
3. Anand Ganguly, "Insurance Management", New Age International, 2004.

**OUTCOMES:**

At the end of this course, the students will be able to identify, analyze and evaluate risks in an organization and develop a suitable risk management plan which includes the appropriate choice of insurance policies.

**OBJECTIVES:**

The objectives of the course is to make the students understand:

- Banking practices
- Instruments in banking
- Lending norms
- Customer protection
- Capital adequacy norms and
- Technological developments in banking.

**MODULE I INTRODUCTION**

**4**

Origin of banks. Definition and classification of banks. Functions of Central bank and Commercial bank, RBI Act 1934.

**MODULE II BANKING PRACTICES AND CAPITAL ADEQUACY NORMS**

**8**

Banker and Customer, Bank deposits - Types, Procedure for opening a bank account - KYC norms in India, Anti money Laundering, Reserve requirements. Capital adequacy in Banks - Basel I, Basel II and Basel III norms. CAMELS rating of banks, Credit risk - Market risk - Operational risk.

**MODULE III BANKING INSTRUMENTS**

**5**

Cheques - Forms, Types of crossing, Endorsement, Bank Draft, Traveller's cheque, e-cheque, Credit, debit and smart cards.

**MODULE IV BANK LENDING AND CUSTOMER PROTECTION**

**7**

Forms of bank lending, Principles of sound lending, Security for bank advances, Modes of securing advances, Banking Ombudsman Scheme - Customer Protection Act - SARFAESI Act 2002.

**MODULE V DIGITAL BANKING**

**6**

Technological developments in Indian banking - Core Banking Services (CBS), e - banking, Anywhere Anytime - banking, Electronic Clearing Service (ECS),

**Management Programme**

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Electronic Fund Transfer (EFT) System, Real Time Gross Settlement (RTGS), Automated Teller Machines (ATM), Internet banking and Mobile banking, Indian Financial Network (INFINET)

**Total Hours: 30**

**REFERENCES:**

1. Clifford Gomez "Banking and finance", PHI Learning Pvt. Ltd., New Delhi, 2011.
2. Gurusamy .S "Banking Theory, Law and practice", Vijay Nicole Imprints Pvt. Ltd., 2014.
3. Santhanam B. "Banking and financial System", Margham Publishers, 2008.
4. Sundharam and Varshney "Banking -Theory, Law and Practices" ,Sultan Chand & sons, New Delhi, 2008.

**OUTCOMES:**

At the end of this course, the students will acquire knowledge on banking practices, lending norms of banks, customer protection and technological developments in banking services.

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<b>MSBY 029</b>	<b>PORTFOLIO MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The objective of the course will be to make the students understand:

- The process of investment & its alternatives through various information's
- Capital asset pricing model, multi factor model, and optimal portfolio selection model
- The techniques in portfolio construction
- The behaviour of investors and the stock returns.

**MODULE I PORTFOLIO MANAGEMENT 6**

MEANING: Investment, Speculation and Gambling, Investment objectives and investment process, Investment alternatives, Investment information - Measurement of Expected Risk and Return of Portfolio - Alternative Measures of Risk - Markowitz Portfolio Theory - The Efficient Frontier and Investor Utility

**MODULE II CAPITAL ASSET PRICING MODEL 6**

Overview of Capital Market Theory-Market Portfolio - Capital Asset Pricing Model-Assumptions- Security Market Line and Capital Market Line - Zero beta Model

**MODULE III MULTI FACTOR MODELS 6**

Arbitrage Pricing Theory (APT) Security Valuation and APT - Empirical Tests of APT- Estimating Risk in a Multi-factor Setting.

**MODULE IV OPTIMAL PORTFOLIO SELECTION MODELS 6**

Markowitz Theory - Sharpe's Single - Index Model - Lagrange Multiplier Theory.

**MODULE V EQUITY PORTFOLIO MANAGEMENT STRATEGY 6**

Passive vs. Active Management - Passive Equity Portfolio Management Strategy-Index Portfolio Construction Techniques - Tracking Error, Methods of Index Portfolio Investment. Fundamental Active Strategies - Technical Strategies - Market Anomalies - Value vs. Growth Investments - Investor Behavior and Stock Returns

**Total Hours: 30**

**REFERENCES:**

1. Dhanesh Kumar Khatri "Security Analysis and Portfolio Management (Paperback) 2012
2. Dhanesh Kumar Khatri "Investment Management and Security Analysis": 2<sup>nd</sup> Edition Paperback - 2012
3. Prasanna Chandra "Investment Analysis and Portfolio Management (Paperback) 2012

**OUTCOMES:**

Students will be able to find out:

- The investment alternatives with the available information.
- The market anomalies
- The factors which affect the investor behaviour while constructing portfolios

**ELECTIVES - HUMAN RESOURCE MANAGEMENT**

<b>MSBY 041</b>	<b>MANAGERIAL BEHAVIOUR AND EFFECTIVENESS</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The course would:

- Provide inputs on the various dimensions of Managerial Job
- Create awareness concerning the importance of Professionalism
- Facilitate learning of techniques adopted by industries to measure managerial effectiveness
- Help in building emotional intelligence of students to function effectively in the corporate world.
- Help in updating knowledge about the emerging horizon for managers

**MODULE I DIMENSIONS OF MANAGERIAL JOB 6**

Managerial Job Dimensions: Theory proposed by Peter Drucker, Henry Fayol, Mintzberg, Fred Luthans - Managerial Skill Set: Art of delegation; Time Management, Decision Making, Job - behaviour skills, Listening skills, Socializing, Optimizing skills - Gender - leadership myths: Benefits of Androgynous Management-Managerial behaviour models: SHL corporate leadership model-case studies.

**MODULE II MANAGERS ROLE IN PROFESSIONALISM 6**

Professionalism: Importance of Professionalism; Key elements of Professionalism, Managers role in managing awareness, Developing intellectual discipline, Professional discipline- Creativity and Innovation-brain storming, synectics, Innovation and Entrepreneurship-Professional goals across career stages: Relationship between Age-creativity, Age-performance, Age-motivation, Career Management - case studies.

**MODULE III MEASURING MANAGERIAL EFFECTIVENESS 6**

Introduction to Measuring Managerial Effectiveness- the Person, Process, and Product Approach; Global measures of managerial effectiveness; Current Industrial and Government practices in the management of managerial effectiveness - case studies.

**MODULE IV EMOTIONAL INTELLIGENCE FOR MANAGERS 6**

Definition, Elements of Emotional Intelligence, Emotional Intelligence and Eustress, Issues linked to low Emotional Intelligence, Role of Emotional Intelligence in building team spirit; Personality and emotional Intelligence; Managing simple and complex emotions, Psychological capital - exercises.

**MODULE V EMERGING HORIZONS FOR MANAGERS 6**

Recent Issues and Challenges for Managers - Discussion and Presentation.

**Total Hours: 30**

**REFERENCES:**

1. Peter. F. Drucker, The Effective Executive, New York: Harper Collins, 2007.
2. Haider Yasmeen, Managerial Behavior and Effectiveness, Course Material, Chennai: Centre for Distance Education, Anna University, 2007
3. Watts, S.H. Managing Technical People, Delhi: Pearson Education, 2007
4. Daniel Goleman, Emotional Intelligence, New York: Bantam Dell, 2006.

**OUTCOMES:**

- This course will enhance students behavior competency
- The course will also augment the corporate skills of students
- Will transform students into Professionals facilitating in career escalation

**MSBY 042 HUMAN RESOURCE ACCOUNTING AND AUDIT**      **L T P C**  
**3 0 0 3**

**OBJECTIVES:**

The specific objectives of the course are:

- To understand the importance of HR Accounting and Audit
- To equip students with the necessary skills and techniques required for managerial function of HRD Audit.
- To understand the various methods/tools and process of auditing the various areas of Human Resource

**MODULE I INTRODUCTION** **6**

Introduction, HR as asset, Definition of Human Resource Accounting and Auditing, Human Resource Accounting - concepts, methods and Applications, Human Resource Accounting Vs Other Accounting.

**MODULE II HUMAN RESOURCE COST AND RETURN ON INVESTMENT** **7**

Human Resource Cost - Monetary Value Approach, Non Monetary Value based approach, Investment in employees - Human Resource Development, Development of HR ROI through high performance employees, Measurement of Group Value.

**MODULE III HUMAN RESOURCE ACCOUNTING SYSTEM AND SCORE CARD** **6**

Developing Human Resource Accounting System, Implementation of Human Resource Accounting System, Integration with Other Accounting system, HR Score Card - constituents, instrument in HR Audit

**MODULE IV HUMAN RESOURCE AUDIT** **6**

Role of Human Resource Audit in Business Environment, HR Audit - Objectives, Concepts, Components, Needs, Benefits, Importance, Methodology and Instruments of HR Audit, Audit Process and Issues in HR Audit

**MODULE V HUMAN RESOURCE AUDIT REPORT**

**5**

Purpose of HR Audit Report, Preparation of Report Design, Use of HR audit report for Business Environment, Recent Advancement in Human Resource Audit and Accounting.

**TOTAL HOURS: 30**

**REFERENCES:**

1. Eric. G. Flamholtz, "Human Resource Accounting" (3<sup>rd</sup> edition), USA, Kluwer Academic Publishers, 1999.
2. T.V. Rao, "HRD Audit", New Delhi, Sage Publications, 1999.
3. John McConnell, "Auditing your Human Resources Department" (2<sup>nd</sup> edition), New York, AMA's publishing division, 2011

**OUTCOMES:**

At the end of the course the students should be able to:

- Design Human Resource Accounting system for the organizations.
- Perform HR audit process
- Develop Audit report to improve the business environment.

<b>MSBY 043</b>	<b>PERFORMANCE MANAGEMENT AND TRAINING</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The course would focus on:

- Developing knowledge about Strategic Performance Management System
- Understanding the three stages of SPM Cycle
- The Importance of Training need Analysis
- The Methodology applied for Evaluation of Training
- Creating awareness about the future trends in Training and Development

**MODULE I STRATEGIC PERFORMANCE MANAGEMENT 5**

Strategic Performance Management: Definition, Process, Benefits, Strategic Performance Management Development Cycle, Feasibility Analysis for SPM-Case Studies.

**MODULE II STRATEGIC PERFORMANCE MANAGEMENT  
DEVELOPMENT CYCLE 7**

Designing a Strategic Management Model - Responsibility Structure, Parenting Style, Strategic Objectives, Strategic Action Plans, Designing a Strategic Reporting Model - Critical Success Factors and Key Performance Indicators, Performance Measurement Pyramid, Result and Effort Indicators, Balanced Scorecard, Designing Performance Driven Behavioural Model - Organizational Performance - Driven Behaviour; Individual Performance - Driven Behaviour; Strategic Alignment.

**MODULE III TRAINING NEED ASSESSMENT 6**

Importance of Need Assessment, Methods used in Need Assessment, Need Assessment Process-Organizational Analysis; Person Analysis and Task Analysis, Competency Models

**MODULE IV TRAINING EVALUATION 6**

Reasons for Evaluating Training, Formative Evaluation; Summative Evaluation; Evaluation Process; Evaluating Outcome, Cognitive Outcome, Behavioural

Outcome, Affective Outcome, Kirkpatrick's Four Level Framework of Evaluation Criteria, Determining Return on Investment; Measuring Human Capital and Training Activity.

**MODULE V FUTURE OF TRAINING AND DEVELOPMENT**

**6**

Challenges in Career Management, Cross-Cultural Preparation, Life-Long Learning, Self Learning and Action/Outcome Based Training Program, Managing Dysfunctional Behaviors, Technology and Multimedia in Training-Discussion.

**Total Hours: 30**

**REFERENCES:**

1. Andre de Wal. "Strategic Performance Management", New York: Palgrave Macmillan, 2007.
2. Raymond, A and Amitabh Deo. "Employee Training and Development", New Delhi: Tata Mc Graw Hill, 2012
3. Topomoy Deb. "Training and Development, Concepts and Applications", New Delhi: Ane Books India, 2008.
4. Irwin L. Goldstein. "Training in Organizations", New Delhi: Cengage Learning, 2012.

**OUTCOMES:**

- The course would trigger the performance quest among students
- They would be in a position to take forward the organization strategically
- The course will also help them to design the training programme more judiciously

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<b>MSBY 044</b>	<b>INDUSTRIAL RELATIONS AND LABOUR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>LEGISLATION</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES:**

The objectives of the course are:

- To inculcate knowledge on the present scenario of industrial relations
- To enable the students to interpret and apply these concepts of labour laws.

**MODULE I FUNDAMENTALS OF INDUSTRIAL RELATIONS 6**

Concepts and Importance - Various Approaches to Industrial Relations - Trade Unionism in India - Emergence, History & Growth - Trade Union Act 1926 with Amendments - Contemporary Issues in Industrial Relations

**MODULE II INDUSTRIAL CONFLICT & HARMONY 6**

Harmonious relations in industry: Importance & Meaning - Industrial Disputes Act, 1947 - Impact of disputes - Causes - Strikes - Lock-outs - Retrenchment - Settlement Machinery - Appropriate Provisions of the Factories Act, 1948 (with amendments) - Workers' participation in Management.

**MODULE III LABOUR WELFARE 6**

Concept - Objectives - Scope - Need - Voluntary Welfare Measures - Statutory Welfare Measures - Labour - Welfare Funds - Workers' Education and Training Schemes.

**MODULE IV INDUSTRIAL SAFETY 6**

Causes of Accidents - Prevention - Safety Provisions - Industrial Health and Hygiene - Importance - Problems - Occupational Hazards - Diseases - Psychological Problems - Counselling - Statutory Provisions.

**MODULE V LABOUR LEGISLATIONS WITH AMENDMENTS 6**

Contract Labour Act (regulation and abolition act, 1986) - The Employees state Insurance Act, 1948 - The Maternity Benefit Act, 1961 - Minimum Wages Act, 1948 - Payment of Wages Act, 1936 - Payment of Bonus Act, 1965 - Employee Provident Fund and Miscellaneous Act, 1952 - The Payment of Gratuity Act, 1972 - The Workmen's Compensation Act, 1923.

**Total Hours: 30**

**REFERENCES:**

1. C.B. Memoria, Sathish Mamoria and S.V.Gankar, "Dynamics of Industrial Relations", Himalaya Publishing House, 3<sup>rd</sup> revised, 2012.
2. N.D. Kapoor, "Elements of Mercantile Law", Sultand Chand & Sons, 34<sup>th</sup> Reprint, 2013.
3. Arun Monappa, Ranjeet Nambudiri and Patturaja Selvaraj, "Industrial Relations and Labour Laws", Tata McGraw Hill, 2<sup>nd</sup> Edition 2012.
4. P.N.Singh and Neeraj Kumar, "Employee Relations Management", Pearson, New Delhi, 2011.

**OUTCOMES:**

At the end of the course the students be should able to:

- Know the importance of learning industrial relations.
- Understand the basic knowledge in labour laws.

**MSBY 045 ORGANISATIONAL STRUCTURE AND DESIGN**      **L T P C**  
**3 0 0 3**

**OBJECTIVES:**

The specific objectives of the course are:

- To understand how organizational goals are determined and organizational structures are framed.
- To discuss major organizational designs and to understand why organizations are continually being redesigned.
- To assess the effectiveness of the process of structuring and designing on the productivity and satisfaction of the employees.

**MODULE I INTRODUCTION TO ORGANIZATIONS STRUCTURE AND DESIGN**      **6**

Introduction, Organization life cycle, Organizational structure - Characteristics, Types; Organization Design and Development - Design options; Features of organization; Basic - Open System model of Organization, Developing open system model for new organization.

**MODULE II ORGANIZATIONAL GOALS**      **5**

Definition, Official Vs Operative goal, Benefits of organizational goals, Key Result Areas - Peter Drucker; Goal Formulation - Cyert March Approach, Coalition and Organizational goals, Side Payment, Organizational Slack, Means End Hierarchy; Goal Adaption and Change.

**MODULE III STRATEGIC STRUCTURE RELATIONSHIP**      **5**

Strategy - Formulation, Implementation, Evaluation, Social System model, Rational System model, Rules and Regulations, specific behavior in both Rational and Social models.

**MODULE IV TECHNOLOGY AND STRUCTURE**      **5**

Definition of Technology, Theories of Technology, Designing structure according to technology, Joan Woodward's technology type, Task Variability, Problem Variability, Perrows Technology Typology.

**MODULE V ENVIRONMENT AND STRUCTURE 5**

Definition of Environment, Domain, Task Environment, Environment Design options, Theories of Environment, Continuance Theory, Pathological Syndromes, Population Ecology Theory, Strategic Choice Theory.

**MODULE VI MANAGING ORGANIZATION EFFICIENTLY 4**

Definition, Efficiency and Effectiveness, Criteria effectiveness, Problems in criteria choice, Approaches to effectiveness - Goal Approach, System Resource Approach, Stake Holder Approach, Limitations. Business Process Re-engineering.

**TOTAL HOURS : 30**

**REFERENCES:**

1. Mirza .S. Saiyadain and Poornima Gupta, "Organization Structure and Design- An Indian Perspective", New Delhi: MacMillan India Ltd, 2009.
2. Stephen.P. Robbins and Mary Mathew, "Organization Theory", New Delhi, Prentice Hall, 2009
3. Arthur G. Bedeian and Raymond F. Zammuto, "Organisations - Theory and Design", Orlando: The Dryden press international edition, 1990
4. Subba Rao. P, "Management and Organisation Behaviour" (1st edition), Mumbai: Himalaya Publishing house, 2004.

**OUTCOMES:**

At the end of the course the students should be able to:

- Design and develop the structure of an organization.
- Scan technology and environment as an important ingredient of structuring the organization.
- Develop measures of effectiveness for the organization.

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<b>MSBY 046 STRATEGIC HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES:**

The objectives of the course is to make the students understand:

- The Strategic role of Human Resource Management in organisations.
- HR practices and linking people with the Strategic needs of Business.
- Human Resource Information Systems and its importance in taking strategic decisions.

**MODULE I INTRODUCTION TO STRATEGIC HUMAN RESOURCE MANAGEMENT 6**

Definition, Investment perspective of Human Resource Management, Aims of Strategic HRM, Challenges in Strategic Human Resource Management; Models of strategy - Industrial Organisation Model, Resource Based Model; Process of Strategic Management.

**MODULE II THE EVOLVING/ STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT 6**

Difference between Strategic HRM and Traditional HRM, Linking the People with the Strategic needs of Business- 5P model; SHRM and Business Strategy; Strategic Fit, Strategic HRM model, Roles of Strategic HR manager, Barriers and Outcome of Strategic HRM. Strategic Renewal - Downsizing, mergers and acquisitions, restructuring.

**MODULE III STRATEGIC TALENT MANAGEMENT 6**

Talent Management Process - Employer Branding, Contest recruiting, E-Recruiting, virtual hiring, Job Design strategies, Aggregate Planning, Talent Pipeline, Succession planning, Virtual Learning, High Performance Work Systems, Strategic Compensation management, Talent Audits.

**MODULE IV TRENDS IN STRATEGIC HUMAN RESOURCE MANAGEMENT 6**

Diversity Management; Employee retention strategies - Dual Career Couples, Work Life Balance, telecommuting, Flexi hours, Work from home policy,

**Management Programme**

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Executive education, Employee Empowerment, Job Enrichment, Autonomous Work Teams- Quality Circles.

**MODULE V HUMAN RESOURCE INFORMATION SYSTEM**

**6**

Definition, Human Resource Information System - Life Cycle, Planning and Designing, Cost Benefit Value analysis, Pre Implementation and Implementation Stage of HRIS, Tools in HRIS development, HRIS Applications and Limitations.

**TOTAL HOURS : 30**

**REFERENCES:**

1. Jeffrey A.Mello, Strategic Human Resource Management (2<sup>nd</sup> edition), New Delhi, Thompson Publication, 2003.
2. Michael J. Kavanagh, Mohan Thite. Human Resource Information Systems: Basics, Applications, and Future Directions, New Delhi, Sage Publications, 2009
3. Saiyadin, M.S. Human Resource Management (3<sup>rd</sup> edition), New Delhi, Tata McGraw hill, 2003.

**OUTCOMES:**

At the end of the course the students should be able to:

- Frame the organization's HR strategies from the business strategies.
- Implement the HR strategies in making organization decisions more effective.
- Design Human Resource Information System for organizations.

<b>MSBY 047</b>	<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The course would facilitate the students in:

- Understanding the basic concept of IHRM
- Knowing the global culture and multinational organization system
- Managing international workforce
- Analyzing and critically evaluating the HR policies followed in industry
- Understanding the new developments in International HRM

**MODULE I INTRODUCTION TO INTERNATIONAL HRM 6**

Defining IHRM - Differences between domestic HRM and IHRM - Variables that Moderate the Differences - Applying Strategic View of IHRM - IHRM Model - Expatriates - Non-expatriates - Inpatriates .

**MODULE II DIMENSIONS OF IHRM 6**

Building Human Capital: Cross Cultural Behavior, Workforce Planning, Managing Global Talent: Recruitment, Selection Criteria for Workforce - Reasons for Expatriate Failure - Female Expatriates - Trends in International Staffing - Dual Career Practices - Training - Retention.

**MODULE III INTERNATIONAL COMPENSATION PRACTICES 6**

Objective of International Compensation - Key Components of an International Compensation Program - Approaches to International Compensation - Patterns in Complexity, Challenges and Choices.

**MODULE IV PERFORMANCE MANAGEMENT IN INTERNATIONAL CONTEXT 6**

Multinational Performance Management - Performance Management of International Employees - Performance Appraisal of International Employees - Repatriation.

**MODULE V INTERNATIONAL HUMAN RESOURCE MANAGEMENT  
TRENDS**

**6**

Strategic HRM: Research Issues and Theoretical Developments - Future Trends Influencing the Global Human Resource Role - Ethical Issues in IHRM

**Total Hours : 30**

**REFERENCES:**

1. Peter J Dowling, Marion Festing and Allen D Engle, International Human Resource Management, Cengage Learning, 2008.
2. K. Ashwathappa and Sadhana Das, International Human Resource Management, Mc. Graw Hill Companies, 2007.
3. Tony Edwards and Chris Rees, International Human Resource Management, Pearson Education, 2005.

**OUTCOMES:**

At the end of the course the students should able to:

- Understand the implications of HR practices in the international perspective.
- Evaluate the importance of parent-subsidiary relationships in relation to HRM.
- Examine expatriation from the perspective of the parent company and the overseas subsidiary/ partner and also the factors contributing to success and failure in expatriate assignments.
- Critically analyse the impact of contemporary issues and global imperatives on human resource concepts, policies and practices in multinational organization.

<b>MSBY 048</b>	<b>NEGOTIATION SKILLS AND COLLECTIVE BARGAINING</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The course would focus on:

- Identification of process by which negotiation situations emerge
- Creating knowledge about the dynamics and scope of negotiation situations
- Developing sensitivity towards the behaviour and feelings of negotiating members
- Helping students to resolve organization conflict

**MODULE I INTRODUCTION TO NEGOTIATION 6**

Meaning of negotiation, Negotiation process, Assumptions in negotiation, Model of Negotiation, Characteristics of effective negotiators, Skills required to negotiating effectively.

**MODULE II PLANNING FOR NEGOTIATION 6**

Game plan-Pre negotiation planning, During negotiation behaviour, Negotiation dance, Influence mechanism, Post negotiation under taking. National Styles of Negotiation-French, Japanese, Chinese and Americans

**MODULE III PERCEPTION AND LISTENING 6**

Characteristics of object of perception, Characteristics of perceiver, Freudian Theory. Overcoming perceptual problem, feedback, listening barriers, Benefits of active listening, Ethics in Negotiation, Key Factors Affecting Individual and Group Negotiation

**MODULE IV CONFLICT RESOLUTION 6**

Nature of conflict, Condition for cooperation, competition and conflict. Conflict management strategies: Avoidance, accommodation, Compromise, Collaboration, Competition.

**MODULE V DISTRIBUTIVE AND INTEGRATIVE BARGAINING**

**6**

Distributive Bargaining: Characteristics of distributive bargaining, distributive tactics, Ethics in distributive bargaining, Trust in negotiation, Persuasion, integrative bargaining: Characteristics, Approaches, Difficulty, and Importance. Third Party Intervention - conciliation, arbitration, adjudication, collective bargaining

**Total Hours: 30**

**REFERENCES:**

1. Mirza S. Saiyadain. Negotiation, New Delhi: McMillan 2012
2. Dean G. Pruitt. Negotiation Behaviour, New York: Academia Press, 1981
3. Roy J. Lewicki and Joseph A. Liferer. Negotiation, Illinois, Irwin: Home wood, 1985.

**OUTCOMES:**

- The students would become effective negotiators using win - win rather than win-lose outcome.
- They would be able to plan their negotiation strategy and keep in mind the characteristic of their adversaries.
- They would practice integrative as against distributive systems of negotiation.

**ELECTIVES - SYSTEMS MANAGEMENT**

<b>MSBY 061</b>	<b>BUSINESS ANALYSIS AND SYSTEMS DEVELOPMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The objectives of the course will be to make the students understand:

- This course combined with lab practical exercises is focused on providing a “hands on” exposure to students in the field of business analysis through the Enterprise Architect 11 software
- Exposure to the software is will provide students with a detailed understanding of Data flow diagrams, objects, class, Business models etc. and the overall link(relationship) specifications / technologies
- Comprehend the issues, standards, socio-ethical implications, and best practices relating to system development
- Analyze and design a project / case study topic based on business and technical perspectives of their own selection.

**MODULE I OVERVIEW OF A BUSINESS ANALYST: ROLES AND RESPONSIBILITIES 6**

Definition, Introduction and Overview of The BA's Activities Throughout the System Development Lifecycle. Roles and Responsibilities of A BA - Models and Methods of SDLC - Initiation Phase - Discovery Phase - Construction Phase - Final V & V Phase - Closeout Phase.

**MODULE II FUNDAMENTALS OF BUSINESS ANALYSIS AND DEVELOPMENT 6**

Fundamentals of Business Analysis - Objectives - All Links in Chain of Reasoning - Process Rules - Data Rules, Drivers Module - Objectives Module - Project Solution & Scope - Scope of The BA Role - Stakeholders - Context - Scope - User Definitions.

**MODULE III THE BUSINESS ANALYST TOOLKIT 6**

The BA Toolkit - Introduction to All Activity and Network Diagrams Block Diagram - Swimlane Diagram - Business Process Diagram - ER diagram - Use Cases

**Management Programme**

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- Activity Modelling - Conceptual Data Modelling - Key Modelling Elements -  
Generating Alternative Design Strategies - Selecting Best Alternative Strategy.

**MODULE IV REQUIREMENTS ANALYSIS AND PROCESS MODELING 6**

Identifying Requirements, Risk Analysis and Business Requirement Document  
Templates - Business Requirements Development Table of Contents -  
Business Cases, Actors, Procedures - Post Implementation Follow-ups -  
Business and Functional Requirements - Process Modeling - Data Usage  
Rules - Process Execution, Dependency and Non-Functional Components.

**MODULE V FUNCTIONAL DECOMPOSITION - DATA MODELING 6**

Business Process Modelling Notations - BPNM Basics, Types - Connectors -  
Pools, Lanes and Message Flows - Gateways and Information Flow - Process  
Decomposition - Data Modelling - Components - Relationships and Attributes  
- Lab Practical Exercises.

**Total Hours: 30**

**REFERENCES:**

1. Howard Podeswa, "The Business Analyst's Handbook", Course Technology PTR, 2008
2. Smart BA Professional training program material
3. Enterprise Architect 11 software training material
4. Jeffrey A. Hoffer, Joey F. George, Joseph S. Valacich, "Modern System Analysis and Design", Pearson - Prentice Hall, 2007.

**OUTCOMES:**

After completion of the course the second year MBA student will be able to understand the major areas of study which include concepts of system analysis and design different life cycle models, system planning, analysis, design and implementation. This course is naturally tied with lab practical, through which students at the end of the course will be able to understand how to practically draw and develop / implement a DFD for business processes in the industry scenario using EA software.

**OBJECTIVES:**

- To provide a theoretical and a practical understanding of the key methods of classification, prediction, reduction and exploration.
- To provide a business decision-making context for these methods.
- To illustrate the application and interpretation of these methods using real business case.

**MODULE I INTRODUCTION 6**

What is Data Mining? - Where is Data Mining used? - The Origins of Data Mining - The Rapid Growth of Data Mining - Overview of the Data Mining Process: - Core ideas of Data Mining - Supervised and Unsupervised Learning - The Steps in Data Mining - Preliminary Steps - Data Exploration and Dimension Reduction: - Data Summaries - Data Visualization - Correlation Analysis - Reducing the number of variables in categorical variables - Principal Components Analysis.

**MODULE II DATA MINING APPLICATIONS IN MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT 6**

Two Customer Lifecycles - Data Mining Applications for Customer Acquisition - A Data Mining Example: Choosing the Right Place to Advertise - Data Mining to Improve Direct Marketing Campaigns. Using Current Customers to Learn About Prospects - Data Mining Applications for Customer Relationship Management.

**MODULE III CLASSIFICATION METHODS AND ASSOCIATION RULES 6**

Three Simple Classification Methods: Introduction - The Naïve Rule - Naïve Bayes - K-Nearest Neighbors - Association Rules: Introduction - Discovering Association Rules in Transaction Databases - Generating Candidate Rules - Selecting Strong Rules.

**MODULE IV DECISION TREES 6**

Decision Trees: What is a Decision Tree and how it is used? - Growing Decision Trees - Finding the Best Split - Pruning - Extracting Rules from Trees - Decision

Tree Variations - Assessing the Quality of a Decision Tree - When are Decision Trees Appropriate?

**MODULE V CLUSTERING**

**6**

Finding Islands of Similarity: Automatic Cluster Detection - The K-Means Algorithm - Interpreting Clusters - Evaluating Clusters - Case Study: Clustering Towns - Variations on K-Means, Data Preparation for Clustering - Alternative Approaches to Cluster Detection: Divisive Clustering - Agglomerative Clustering.

**Total Hours: 30**

**REFERENCES:**

1. Jiawei Han, Micheline Kamber, "Data Mining: Concepts and Techniques", Morgan Kaufmann Publishers, 2002.
2. Arun K Pujari. "Data Mining Techniques", Universities Press, 2001.

**OUTCOMES:**

- Understand the Process and Core ideas of Data Mining
- Discover Association rules for business decision making
- Apply and interpret Clustering and Classification techniques in real Business

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<b>MSBY 063</b>	<b>E-COMMERCE TECHNOLOGY</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To introduce the concept of electronic commerce and related technology
- To provide the technological infrastructure support need for e-commerce
- To gain insight into the business applications in e and m-commerce
- To understand the security issues in electronic business

**MODULE I INTRODUCTION 6**

Brief description to E-Commerce and E-Business - E-Commerce Technology - Types of E-Commerce - General Framework - Growth of E-Commerce - Driving forces - benefits and limitations of E-Commerce - Business Models.

**MODULE II TECHNOLOGY INFRASTRUCTURE 6**

Internet - Introduction to Key Technology Concepts: Intranet, WWW, Concepts of Search Engines, Intelligent Agents, Forums, Chats, Streaming Media, Cookies - Introduction to Emerging Services : Weblogs, RSS, Podcasting, Wikis, Internet Telephony, Video Conferencing - Approach to Building E-Commerce Site: Software, Hardware, Tools.

**MODULE III BUSINESS APPLICATIONS IN E-COMMERCE & M-COMMERCE 6**

E-Market Space - Retailing in E-commerce - Market Research - Advertising in E-commerce - Exchanges - Auctions - B2B E-Commerce - E-Procurement - E-Collaborations. Mobile Commerce - Characteristics of M-Commerce - Drivers of M-Commerce - Introduction to M-Commerce technology.

**MODULE IV E-COMMERCE PAYMENTS AND SECURITY 6**

E-Payment Systems - Principles of e-fund transfer, credit and debit card usage, E-check and unified payment systems - E-Billing presentment and payment -Security Threats: Malicious Code, Phishing, Hacking, Cyber vandalism, Credit card Fraud, Spoofing, DOS, Sniffing, Insider Jobs - Technology Solutions - Encryption: Symmetric Key, Public Key, Digital Signatures, Digital Envelops, Digital Certificates.

**MODULE V LEGAL AND PRIVACY ISSUES**

**6**

Legal, Ethics and Privacy issues - Protection needs and methodology - Consumer protection, Introduction to Cyber laws, contracts and warranties - Intellectual property rights in E-Business.

**Total Hours: 30**

**REFERENCES:**

1. Efraim Turban et al., "Electronic Commerce 2010 - A managerial perspective", Pearson Education Asia, 2012.
2. Kenneth C. Laudon et al, "Electronic Commerce Business, Technology, Society", Pearson, 2007.
3. Sandeep Krishnamurthy, "E-Commerce Management - Text and Cases", Thomson Learning, 2003.
4. Kalakota et al, "Frontiers of Electronic Commerce", Addison Wesley, 2001.

**OUTCOMES:**

After completion of the course the second year MBA student will be able to pursue a career specific to the electronic commerce industry. He will be aware of the technological requirements for developing a e-business platform. He will also have elaborate knowledge on the business applications of electronic and mobile commerce alike, which would help him to position himself both at the Indian and the global market. He will also have a detailed insight in the legal issues faced by the electronic commerce industry globally.

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<b>MSBY 064</b>	<b>STRATEGIC INFORMATION TECHNOLOGIES</b>	<b>L T P C</b>
	<b>FOR MANAGEMENT</b>	<b>3 0 0 3</b>

**OBJECTIVES:**

The objectives of the course will be to make the students understand:

- Understand the concepts of the various technologies and methods used for effective decision making in an organization based on business intelligence tools and techniques
- Gain the insider knowledge about effective applications of information systems in business
- Being introduced to other types of information mining such as text, document mining etc.

**MODULE I UNDERSTANDING IT FOR ORGANIZATIONAL ADVANTAGE 6**

Definition, Introduction to Information systems after 2010 - Positioning of IT Systems in Organizations - Information Systems Concepts - Strategic Planning Models - Measuring Business Performance - Types of Information Systems - Supply Chain and Logistics Support - IT Infrastructures - Cloud Computing Concepts.

**MODULE II DATA AND NETWORK INFRASTRUCTURE 6**

Data, Text and Document Management - File Management Systems - Databases - DBMS Concept - Data Warehouses - Data Marts and Data Centre's - Enterprise Content Management - Introduction to Network Management - Business Networks - Wireless Broadband Networks - Network Management - Portals and Mobility.

**MODULE III MOBILE COMPUTING AND WEB 2.0 6**

The Mobile Computing Technology - Mobile Financial Services - Digital Wallet - Mobile Shopping, Entertainment And Advertising - Location Based Services And Commerce - Mobile Enterprise Applications - Web 2.0 And Social Media - Virtual Communities - Social Networking Services - Enterprise 2.0 Tools - Social Media Objectives And Metrics.

**MODULE IV BUSINESS INTELLIGENCE AND DECISION SUPPORT 6**

Identifying Business Intelligence - BI Architecture - BI Analytics and Reporting  
- Data Visualization - Data, Text and Web Mining Concepts - Decision Making  
Processes - Decision Support Systems - Mobile Intelligence and BI.

**MODULE V BUSINESS PROCESS MANAGEMENT 6**

Business Process Management (BPM) - Service-Oriented Architecture (SOA)  
- Software Architecture - Information System Design - IT Project Management  
- Information Systems Development.

**Total Hours: 30**

**REFERENCES:**

1. Turban and Volonino, "Information Technology for Management", John Wiley & Sons, 8th Edition.
2. James A O'Brien, George M Marakas and Ramesh Behl, 'Management Information Systems' McGraw Hill Education, 10th Indian edition.

**OUTCOMES:**

At the end of the course the student will be able to understand how the journey of data and the various business intelligence tools and techniques which helps a company in deriving its success with several disruptive technologies.

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<b>MSBY 065</b>	<b>PROJECT MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The objectives of the course will be to make the students understand:

- Understand the successful IT project management and the impact of quality considerations
- Familiarize project management methodologies - tools and techniques, supplemented with examples from case studies and case analysis exercises.
- Appreciate the benefits of good project management
- Apply project management methodologies across the key knowledge areas

**MODULE I INTRODUCTION 6**

Project - Project Management (PM) - Areas of Expertise - Project Management Context - Project Life Cycle and Organization - Introduction to PM Process Groups: Initiating - Planning - Executing - Monitoring & Control - Closing.

**MODULE II PROJECT INTEGRATION MANAGEMENT 6**

Introduction to Project Integration Management: Project Charter - Scope Statements - Directing and Managing Project Execution - Monitoring and Controlling Project Work - Integrated Change Control - Closing Projects.

**MODULE III PROJECT SCOPE, TIME AND COST MANAGEMENT 6**

Introduction to Project Scope Management: Scope Planning - Scope Definition - Developing WBS - WBS Dictionary - Scope Baseline - Scope Verification - Scope Control - Introduction to Project Time Management: Activity Definition & Sequencing - Resource Estimation - Duration Estimation - Schedule Development and Control - Introduction to Project Cost Management: Basic Principles of Cost Management - Cost Estimating, - Budgeting and Control.

**MODULE IV PROJECT QUALITY AND PROCUREMENT 6**

Introduction to Project Quality Management: Quality Planning - Quality Assurance - Quality Control - Flowchart - Histogram - Pareto Analysis - Ishikawa Diagram - Introduction to Project Procure Management: Planning Purchases - Planning Contracts - Selecting Sellers - Administrating and Closing Contracts.

**MODULE V PROJECT HR, RISK & COMMUNICATION MANAGEMENT 6**

Introduction to Project HR Management: HR Planning - Acquiring Project Team - Developing & Managing Project Team - Introduction to Project Risk Management: Risk Management Planning - Risk Identification. - Qualitative and Quantitative Risk Analysis - Response - Monitoring and Control - Introduction to Project Communication Management: Communication Planning - Information Distribution - Performance Distribution - Managing Stakeholders.

**Total Hours: 30**

**REFERENCES:**

1. Kathy Schwalbe, "Information Technology Project Management", Course Technology, 2008.
2. Bob Hughes, Mike Cotterrel "Software Project Management", Tata McGraw-Hill, 2009.

**OUTCOMES:**

Learners will be able to identify the Key Knowledge Areas and understand PM process groups for successful IT project management and recognize suitable tools and techniques required for various phases included in the project. They would also be able to distinguish the quality of a project and also Manage Scope, Time, Cost and other major components that help to accomplish the project.

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<b>MSBY066</b>	<b>WEB TECHNOLOGIES</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The objectives of the course will be to make the students understand:

- Understand the fundamental concepts of a computer system
- Learn about system administration and security protocols
- Apply the knowledge to network monitoring, machine - to - machine communications, quantify the value of a network such as social media
- Analyze and design a project based on business and technical perspectives

**MODULE I INTRODUCTION TO DIGITAL COMMUNICATION 6**

Definition, Introduction to Digital Communication - Concept of The Internet of Things (IoT) - Machine-To-Machine Communication (M2M) - Computing Varieties - Key Trends in Technology - Moore's Law - Security in The Cloud - Data Encryption - Public Key Cryptography.

**MODULE II TECHNOLOGY ECO-SYSTEM AND CDP 6**

Introduction and Concept of Technological Eco System - Connected Device Platform (CDP) - Application Enablement Platform (AEP) - Data Acquisition - Methods and Challenges in Acquiring Data - Recent System Lockdowns - Crypto - Ransomware - Smart Services - Collaborations Over Cloud.

**MODULE III CONNECTED ECO-SYSTEM: M2M & OEM 6**

Concept of Application Domains - Core Application Domains of Cloud and IoT - Use Cases in M2M - OEM Definition and Advantages - Value Chain - Challenges in Connected Eco System - Computer System Communication: Boot Strapping Methods - Keyboard - To - Computer Communications.

**MODULE IV ECONOMIC TRENDS AND SECURE NETWORKS 6**

Identifying Macro Economic Trends in IoT - Economic Assessment of Social Networks - Metcalfe's Law - Wireless Network Platforms - Mobile Virtual Network Operators (MVNO) - Security Vitals in Network Connections - Entropy - Keystroke Analysis - RSA System.

**MODULE V NETWORK MANAGEMENT**

**6**

Definition of Network Management - Network Management Concepts - Collusion Detection - Jam Code - Managing Ethernet Connections - Data Packet Transfers - Connected Devices Management.

**Total Hours: 30**

**REFERENCES:**

1. Michal Zalewski, "Silence on the Wire: A Field Guide to Passive Reconnaissance and Indirect Attacks", No Starch Press; 1<sup>st</sup> edition (April 15, 2005)
2. Daniel Kellmerein and Daniel Obodovski, "The Silent Intelligence: The Internet of Things", DnD Ventures; 1<sup>st</sup> edition (April, 2013)

**OUTCOMES:**

At the end of the course the student will be able to apply the knowledge so as to quantify the value of a network such as social media and other network systems based on business and technical perspectives.

**OBJECTIVES:**

The objectives of the course will be to make the students understand:

- To introduce the concept of ERP and its functionality in a business enterprise
- Focus on applying ERP to all aspects of business
- Understand the reason for Business process re-engineering and control over information
- Learn about Data mining, warehousing and other cleanup technologies
- Identify various concerns / issues during ERP implementation at different stages such as pre and post implementation.

**MODULE I ERP AND ENTERPRISE APPLICATIONS**

**6**

Definition, need for an Enterprise Resource Planning System - History of ERP Systems - IT Investment - Justifying ERP Investment - Quantifiable Benefits of ERP - ERP Implementation, Lifecycle - Methodologies and Strategies for ERP Implementation - ERP Project Team - Structure of ERP Project Organization.

**MODULE II ERP INVESTMENT AND PACKAGE SELECTION**

**6**

Return On Investment Analysis for ERP - Benefits from A ERP Implementation - ERP Consulting Partner Selection - Criteria - Request for Proposal (RFP) - In-House ERP Development Vs. External Consulting Partners - Onshore and Offshore Consulting Companies - Steps in ERP Package Selection Process and Methods.

**MODULE III ERP PROJECT AND REQUIREMENT MANAGEMENT**

**6**

Introduction to Project Scoping - Implementation Plan for ERP - Resource Mapping Plan - Project Procedures - Standards for Governance - Project Charter - Project Risk Management - Concept of Requirements - Types of Requirements - Requirements Gathering Process - Business Process Re-Engineering (BEP) Before ERP Implementation.

**MODULE IV BUSINESS PROCESS MODELLING & GAP IDENTIFICATION**

**6**

Business Process Modelling Concept (BPM) And Hierarchy - Standards for BPM and Business Processes. Process Modelling Maturity and Multi Dimensional Modeling - Process Modelling Using Software - Business Modelling - Integrated Data Modelling - Gap Identification - Reasons for Gap Occurrences - Gap Managing Strategies - Gap Development.

**MODULE V ERP CONFIGURATION AND SOLUTION TESTING**

**6**

ERP Solution Configuration - Types of ERP Security Issues - System Access Authorizations - Data Security - Data Migration - Cutover Planning - Final Preparations and Training of Personnel for Live Implementation.

**Total Hours: 30**

**REFERENCES:**

1. Monk, E. & Wagner, B. "Concepts in Enterprise Resource Planning" Thomson Course Technology. 2006
2. Alexis Leon, "Enterprise Resource Planning Demystified", Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2004.
3. Mahadeo Jaiswal and Ganesh Vanapalli, "Text Book of Enterprise Resource Planning", Macmillan India Ltd., Chennai, 2005.
4. Rajesh Ray 'Enterprise Resource Planning- Text & Cases', McGraw Hill.
5. Vinod Kumar Grag and N.K. Venkitakrishnan, "Enterprise Resource Planning – Concepts and Practice", Prentice Hall of India, New Delhi, 2003.

**OUTCOMES:**

At the end of the course the student will be able to understand the latest technologies in ERP (Enterprise Information Systems) and understand the need for every organization which has turned over or prefers to adopt a suitable ERP package as their one-way tool for providing essential information which impacts major market trends in the business environment.

**ELECTIVES - OPERATIONS MANAGEMENT**

<b>MSBY 081</b>	<b>SUPPLY CHAIN MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To understand the various decision phases in a Supply Chain
- To be aware of the Supply Chain and its drivers
- To design Supply Chain Network
- To build an Aggregate Plan in Supply Chain
- To understand sourcing decisions in Supply Chain
- To comprehend the influence of Information Technology in Supply Chain

**MODULE I INTRODUCTION TO SUPPLY CHAIN 6**

Understanding Supply Chain - Decision Phases - Supply Chain Performance - Competitive and Supply Chain Strategies - Achieving Strategic Fit - Expanding Strategic Scope.

**MODULE II SUPPLY CHAIN DRIVERS AND DESIGN 6**

Drivers of Supply Chain performance - Designing Distribution Network - Network Design in the Supply Chain - Network Design in an Uncertain Environment.

**MODULE III AGGREGATE PLANNING AND MANAGING SUPPLY, DEMAND AND INVENTORY 6**

Aggregate Planning in a Supply Chain: Role - Managing Supply - Managing Demand in Supply Chain - Cycle and Safety Inventory in Supply Chain - Level of Product Availability.

**MODULE IV SOURCING AND TRANSPORTATION 6**

Sourcing decision in Supply Chain - Third and Fourth Party Logistics Providers - Supplier Scoring and Assessment - Transportation in a Supply Chain - Risk and Trade-offs in Transportation Design.

**MODULE V INFORMATION TECHNOLOGY IN A SUPPLY CHAIN 6**

Information Technology in a Supply Chain - CRM, ISCM, SRM in Supply Chain  
- Over view of Recent Trends in Supply Chain: e-SRM, e-LRM, e-SCM.

**Total Hours: 30**

**REFERENCES:**

1. Sunil Chopra, Peter Meindl and D.V. Kalra. "Supply Chain Management: Strategy, Planning, and Operation", Pearson Education, 5<sup>th</sup> Edition, New Delhi, 2013.
2. Janat Shah. "Supply Chain Management: Text and Cases", Pearson Education, 1<sup>st</sup> Edition, New Delhi, 2009.
3. Vinod V. Sople. "Supply Chain Management: Text and Cases", Pearson Education, 1<sup>st</sup> Edition, New Delhi, 2012.
4. Monczka, R. M., Handfield, R. B., Giunipero, L. C. and Patterson, J.L. "Purchasing and Supply Chain Management", Cengage Learning, 5<sup>th</sup> Edition, 2012.
5. David Frederick Ross, "Introduction to e-Supply Chain Management: Engaging Technology to Build Market-Winning Business Partnerships", CRC Press, 2002.

**OUTCOMES:**

On completion of the course, the student will be able to:

- Brighten his prospects of taking up a career on supply chain management.
- Make decisions specific to supply chain issues in an organization.
- Plan a well defined execution of supply chain strategy.
- Design an optimal distribution network as per the demands of the industry.
- Determine the most favourable transportation plan.
- Bring an organization from a paper environment to a paperless environment

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<b>MSBY 082</b>	<b>TOTAL QUALITY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES:**

- To impart the need for Total Quality Management (TQM).
- To make the students understand TQM principles and practices.
- To understand tools and techniques employed for managing Quality.
- To provide insight into quality management systems and their implementation.

**MODULE I INTRODUCTION 6**

Defining Quality - Dimensions of Quality - TQM Framework - TQM Culture - Leadership - Quality Council - Customer Focus - Customer Perception of Quality - Translating Needs into Requirements - Employee Involvement.

**MODULE II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT 6**

Overview of the contributions of Deming, Juran, Feiganbaum, Crosby, Ishikawa and Taguchi - Quality Circle - 5S Principles - 8D Methodology.

**MODULE III STATISTICAL PROCESS CONTROL 6**

Meaning and significance of Statistical Process Control (SPC) - Construction of Control Charts for Variables and Attributes - Process Capability - meaning, significance and measurement - Six Sigma.

**MODULE IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT 6**

Quality Function Deployment (QFD) - Voice of customer - Information Organization - House of quality (HOQ) - Failure Mode Effect Analysis (FMEA) - FMEA stages - Seven QC Tools - Benchmarking - POKA YOKE.

**MODULE V QUALITY MANAGEMENT SYSTEMS 6**

Quality Management Systems - Introduction to IS/ISO 9004:2008 - Documentation - Quality Audits - Environmental Management System - ISO 14000 series - Concepts of ISO 14001.

**Total Hours: 30**

**REFERENCES:**

1. Dale H. Besterfield, Carol Besterfield - Michna, Glen H. Besterfield, Mary Besterfield - Sacre, Hermant - Urdhwareshe and Rashmi Urdhwareshe. "Total Quality Management", 3<sup>rd</sup> Edition, Pearson Education, New Delhi, 2011.
2. Shridhara Bhat, K. "Total Quality Management - Text and Cases", Himalaya Publishing House, 1<sup>st</sup> Edition, New Delhi, 2002.

**OUTCOMES:**

On completion of the course, the students would be able to

- Identify and implement Total Quality Management principles and practices in an organization.
- Apply appropriate tools and techniques for managing quality in an organization.
- Adapt or implement Quality Management Systems as well as Environmental Management Systems in an organization.

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<b>MSBY 083</b>	<b>INTEGRATED MATERIALS MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To provide the students with inputs regarding the essentials and techniques of materials planning
- To impart knowledge regarding purchasing cycle and related issues
- To enable students to have an understanding of the concepts and methods of storing goods
- To make the students understand the importance and ways of controlling inventory

**MODULE I INTRODUCTION 4**

Materials - Importance - Need and Functions of Materials management - Integrated Materials Management: meaning - importance - benefits - Various types of organization structure for Materials Management - Associated costs in materials management.

**MODULE II MATERIAL PLANNING AND INVENTORY MANAGEMENT 8**

Material Requirement Planning - Bill of Materials - MRP-1 - Materials Budget: meaning, objectives- Meaning of Economic order quantity - Basic inventory models: Purchase and manufacturing models - Meaning of minimum, maximum, lead time, reorder point, safety stock - Quantity discount model - Meaning of Review systems: P and Q systems - MRP-II and ERP

**MODULE III PURCHASING 6**

Importance - Functions - Organization for purchasing - Centralized vs. Decentralized purchasing -Six Rs - Ethics in purchasing - Legal aspects in purchasing - Purchasing cycle - Source selection: Source of information - Single source and Multi source - Evaluation - Vendor rating - Selection Methods - Ordering Systems - e-SRM.

**MODULE IV STORES MANAGEMENT 6**

Storekeeping: Objectives - Responsibilities - Importance - Functions - Stores organization - Location of store house - Centralized and Decentralized stores

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- Layout - Types of stores - Methods of storing - Store room equipments - Principles of storing goods - Material Identification - Codification - Bar Code Technology - RFID - - Safety in stores -Stores Ledger - Kardex System - Automation in material handling and storing.

### **MODULE V INVENTORY CONTROL**

**6**

Purpose of inventory - Types of inventory - Need and objectives of scientific inventory control - 2 bin system - Visual control system - Stock verification procedure - Obsolete, surplus and scrap control - Selective inventory controls: ABC, XYZ, HML, VED, FSN, SOS, SDE, GOLF - Ratios used in Evaluation of materials management - Inventory turnover ratio - Role of IT in Materials Management

**Total Hours: 30**

### **REFERENCES:**

1. Gopalakrishnan, P. and Abid Haleem. "Handbook of Materials Management", Eastern Economy Edition, 2<sup>nd</sup> Edition, New Delhi, 2015.
2. Gopalakrishnan & Sundaresan, "Material management: An Integrated Approach", Prentice- hall of India private limited, New Delhi, 2005.
3. A.K. Datta, "Materials Management: Procedures Text and Cases", Prentice-Hall of India private limited, New Delhi, 2003.
4. Varma, M.M. "Materials Management", Sultan Chand & Sons, 2004.
5. Gopalakrishnan, "Purchasing and Materials Management", Tata McGraw Hill, New Delhi, 2010

### **OUTCOMES:**

On completion of the course, the student would be able to:

- Plan for procuring materials and manage the investment on materials.
- Execute the purchasing of materials through proper sourcing, negotiation and evaluating vendors.
- Manage stores and related activities.
- Apply appropriate tools and techniques for Inventory Management and Control.
- Reduce the cost of managing materials and thereby increase the profitability of the organization.

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<b>MSBY 084</b>	<b>LEAN SIX SIGMA</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To impart the need for lean and six sigma in industries.
- To learn about the tools and techniques used for implementing six sigma.

**MODULE I LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS 6**

Six Sigma - Lean Manufacturing and Six Sigma- Six Sigma and Process Tolerance - Six Sigma Capability - Six Sigma Need Assessments - Implications Of Quality Levels - Cost of Poor Quality (COPQ).

**MODULE II SIX SIGMA IMPLEMENTATION - DEFINE AND MEASURE 6**

Overview of DMAIC and DMADV - Tools for definition - IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter - Tools for measurement - Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement.

**MODULE III ANALYZE 6**

Tools for analysis - Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving

**MODULE III IMPROVE AND CONTROL 6**

Tools for improvement - Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis - Tools for control - Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earned value management

**MODULE V EVALUATION AND CONTINUOUS IMPROVEMENT METHODS 6**

Evaluation strategy - the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates - continuous improvement - lean manufacturing - value, customer focus, Perfection, focus on waste, overproduction - waiting, inventory in process (IIP), processing waste,

transportation, motion, making defective products, underutilizing people -  
Kaizen

**Total Hours: 30**

**REFERENCES:**

1. Kastle, Bill; Rowlands, David and George, Michael. "What is Lean Six Sigma", McGraw - Hill Education, 2005.
2. Keller, Paul and Pyzdek, Thomas. "The Six Sigma Handbook", McGraw-Hill, 4<sup>th</sup> Edition, 2014.
3. Forrest W. Breyfogle, III, James M. Cupello and Becki Meadows. "Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success", John Wiley & Sons, 2000.
4. James P. Womack and Daniel T. Jones. "Lean Thinking: Banish Waste And Create Wealth In Your Corporation", Simon and Schuster, 2003.

**OUTCOMES:**

On completion of the course, the students would be able to:

- Implement lean six sigma tools and techniques in an organization.
- Continuously improve upon the processes using six sigma methodologies.

**OBJECTIVES:**

- To understand integrated logistical competency
- To understand the various Logistical resources
- To get a broader picture of the Logistics system design
- To effectively implement Logistical Administration.

**MODULE I INTRODUCTION**

**6**

Definition and Scope of Logistics - Functions & Objectives - Customer Value Chain - Service Phases and attributes - Value added logistics services - Role of logistics in Competitive strategy - Customer Service.

**MODULE II WAREHOUSING AND MATERIALS HANDLING**

**6**

Warehousing Functions - Types - Site Selection - Decision Model - Layout Design - Costing - Virtual Warehouse - Material Handling Equipment and Systems - Role of Material Handling in Logistics - Automated Material Handling - Material Storage Systems - Principles - Benefits - Methods - ASRS.

**MODULE III TRANSPORTATION AND PACKAGING**

**6**

Transportation System - Evolution - Infrastructure and Networks - Freight Management - Vehicle Routing - Containerization - Forms for Inbound and out bound logistics-Modal Characteristics - Inter-Modal Operators and Transport Economies - Packaging - Design considerations - Material and Cost - Packaging as Unitization - Consumer and Industrial Packaging.

**MODULE IV PERFORMANCE MEASUREMENT AND COSTS**

**6**

Performance Measurement - Need - System - Levels and Dimensions - Internal and External Performance Measurement - Logistics Audit - Total Logistics Cost - Concept - Accounting Methods - Cost - Identification - Time Frame and Formatting.

**MODULE V CURRENT TRENDS**

**6**

Logistics Information Systems - Need - Characteristics and Design - E Logistics - Structure and Operation - Logistics Resource Management - e-LRM -

### Management Programme

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Automatic Identification Technologies - Warehouse Simulation - Reverse Logistics - Scope -Design and as a Competitive Tool - Global Logistics - Operational and Strategic Issues - Ocean and Air Transportation - Strategic Logistics Planning.

**Total Hours: 30**

### REFERENCES:

1. Bowersox, D. and Closs, D. "Logistical Management: The Integrated Supply Chain Process", Tata McGraw Hill, 1<sup>st</sup> Edition, New Delhi, 2010.
2. Vinod V. Sople. "Logistics Management", Pearson Education, 3<sup>rd</sup> Edition, New Delhi, 2012.

### OUTCOMES:

After completing this course,

- The students would be competent enough to implement a robust logistical management system for a company.
- The student can bring about changes in the material handling and warehousing practices of an organization.
- The student will be able to link logistics to the information management system in the company.
- The student will also be able to look and execute logistics desires of a company from a global perspective

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<b>MSBY 086</b>	<b>SERVICES OPERATIONS MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To understand the nature and role of services in an economy
- To design and develop new services based on market needs
- To understand the dimensions of service quality and its implications
- To identify and understand tools and techniques used in service operations management

**MODULE I INTRODUCTION 6**

Services - Importance and role in economy - Distinctive characteristics - Nature of services - Service classification - Service Package - Service Strategy - Internet strategies - Service Environment.

**MODULE II SERVICE DESIGN 6**

New Service Development - Designing the Service delivery system - Service Blue-printing - Managing Service Experience - Front-office and Back-office Interface - Servicescape - Implication for Service Design - Vehicle Routing and Scheduling

**MODULE III SERVICE QUALITY 6**

Service Quality - Dimensions - Gap Model - SERVQUAL instrument - Complaint management - Walk-through Audit - Service Recovery - Service Guarantees - Service Encounter - Service Feedback - Analysis and Enhancement.

**MODULE IV OPERATING SERVICES 6**

Service operational planning and control - Process Analysis - Process Simulation - Service Facility Location - Capacity Management in Services - Queuing models - Waiting Lines - Yield management.

**MODULE V TOOLS AND TECHNIQUES 6**

Inventory Management in Services - Retail Discounting Model - Newsvendor Model - Productivity and Performance measurement - Data Envelopment Analysis (DEA) - Scoring System - Technology in Services

**Total Hours: 30**

**REFERENCES:**

1. James A Fitzsimmons and Mona J Fitzsimmons. "Service Management: Operations, Strategy, Information Technology", Tata McGraw Hill, 7<sup>th</sup> Edition, New Delhi, 2014.
2. Metters Richard D. "Successful Service Operations Management", Cengage Learning, 2<sup>nd</sup> Edition, New Delhi, 2012.
3. Robert Johnston and Graham Clark. "Service Operations Management: Improving Service Delivery", Pearson Education, 2<sup>nd</sup> Edition, New Delhi, 2008.
4. J. Nevan Wright, Peter Race. "The Management of Service Operations", Thomson, 2<sup>nd</sup> Edition, 2005

**OUTCOMES:**

On completion of the course, the students would be:

- Equipped with theoretical knowledge for designing a new service.
- Able to manage the operations of a service organization with a strategic insight.
- Able to measure and improve the quality of service delivery.
- Able to choose the right tools and techniques to measure the efficiency and effectiveness of service delivery.

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<b>MSBY 087</b>	<b>PRODUCT DESIGN</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To gain competence on methods and tools used for product design
- To impart knowledge and confidence to create a new product.
- To make aware of the role of multiple functions in designing and developing a new product
- To gain knowledge on Intellectual Property Rights (IPR) and Patent Laws

**MODULE I INTRODUCTION 6**

Defining Product - Types of Products - Product Development - Characteristics - Duration and Cost - Challenges - Development Process - Generic Process - Adapting to Product Types - Evaluation - Decay Curve - Cost Expenditure Curve

**MODULE II PRODUCT PLANNING 6**

Product Planning Process - Steps - Product Life Cycle - Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies - Product Specification - Concept Generation - Activity - Steps - Brain Storming.

**MODULE III PRODUCT CONCEPT 6**

Concept Selection - Importance - Methodology - Concept Screening - Concept Scoring - Concept Testing - Product Architecture - Definition - Modularity - Implication - Establishment - Delayed Differentiation - Platform Planning.

**MODULE IV INDUSTRIAL DESIGN AND DESIGN TOOLS 6**

Industrial Design - Design for Manufacturing - Value Engineering - Ergonomics - Prototyping - Robust Design - Collaborative Product Development- Product Development Economics.

**MODULE V PATENTS 6**

Defining Intellectual Property and Patents - Patent Searches and Application - Patent Ownership and Transfer - Patent Infringement - New Developments and International Patent Law.

**Total Hours: 30**

## REFERENCES

1. Karl Ulrich, Steven Eppinger and Anita Goyal, "Product Design and Development", Tata McGraw Hill, 4<sup>th</sup> Edition, New Delhi, 2009.
2. Chitale, A. K. and Gupta, R. C. "Product Design and Manufacturing", Prentice Hall of India, 6<sup>th</sup> Edition, New Delhi, 2012.
3. Deborah E. Bouchoux, "Intellectual Property: The Law of Trademarks, Copyrights, Patents, and Trade Secrets", 4<sup>th</sup> Edition, Cengage Learning, New Delhi, 2013.
4. Randy J. Hunt. "Product Design for the Web: Principles of Designing and Releasing Web Products", Pearson Education, 1<sup>st</sup> Edition, 2014.

## OUTCOMES:

On completion of the course, the students would be able to

- Apply tools and techniques for designing and developing a new product.
- Design and develop new products based on market needs
- Coordinate multiple, interdisciplinary tasks in order to design and develop a new product.
- Apply for Intellectual Property Rights for the developed product.

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<b>MSBY 088</b>	<b>SYSTEM SIMULATION AND MODELLING</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

- To design manufacturing simulation models using common simulation software.
- To evaluate and interpret alternative system designs
- To prepare technical reports documenting systems design alternatives and recommendations
- To provide suggestions to implement new or improved manufacturing systems.
- To apply simulation modeling to an industrial problem, utilizing experimental design techniques.

**MODULE I INTRODUCTION 6**

Systems - Modeling - General Systems Theory - Concept of Simulation - Simulation as a Decision Making Tool - Types of Simulation.

**MODULE II RANDOM NUMBERS 6**

Pseudo Random Numbers - Methods of Generating Random Varieties - Discrete and Continuous Distributions - Testing of Random Numbers.

**MODULE III DESIGN OF SIMULATION EXPERIMENTS 6**

Problem Formulation - Data Collection and Reduction - Time Flow Mechanism - Key Variables - Logic Flow Chart - Starting Condition - Run Size - Experimental Design Consideration - Output Analysis and Interpretation Validation.

**MODULE IV SIMULATION LANGUAGES 6**

Simulation Languages - Study of GPSS and Applications.

**MODULE V CASE STUDIES/MINI PROJECT 6**

Development of Simulation Models using the Simulation Language studied for Systems - Queuing Systems - Production Systems - Inventory Systems - Maintenance and Replacement Systems - Investment Analysis and Network.

**Total Hours: 30**

**REFERENCES:**

1. Jerry Banks, John S. Carson II, Barry L. Nelson, David M. Nicol, Saumil Shah and P. Shahabudeen. "Discrete Event System Simulation: (VTU)", Pearson Education, 4<sup>th</sup> Edition, New Delhi, 2011.
2. Thomas J. Schriber, "An introduction to simulation using GPSS/H", John Wiley & Sons, New York, 1991.
3. Deo, Narsingh and Millican Charles E., "System Simulation with Digital Computer", Prentice Hall of India, 1979.
4. Subramanian KRV and Sundaresan R Kadayam, "System Simulation - An Introduction to GPSS", CBS Publishers, New Delhi, 1993.
5. Zaven A. Karian and Edward J. Dudewicz, "Modern Statistical, Systems, and GPSS Simulation", CRC Press, Washington D C, 1999.

**OUTCOMES:**

On completion of the course, the students would be able to:

- Present and demonstrate simulation results from a group project using appropriate visualization output.
- Design functions using modeling software and mathematical based toolboxes to simulate processes within a chosen model in a company.
- Develop high level block diagram designs of key technology physical systems using appropriate modeling environments which would be implemented in the industry.
- Demonstrate awareness of environmental issues in a selected model by incorporating appropriate input factors.

**ELECTIVES - ISLAMIC BANKING AND FINANCE**

<b>MSBY 101</b>	<b>INTRODUCTION TO ISLAMIC ECONOMICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES:**

The objectives of the course will be to make the students understand:

- Nature and basic features of Islamic economics
- Ethical character of Islamic Economics
- Islamic critique of conventional economic thought and processes.

**MODULE I INTRODUCTION 6**

Islamic Economics: Definition, Nature, Essentials; Conventional Vs Islamic Economics; A Critical Review of Different Economic Systems; Capitalism Vs Socialism and Islamic Economic System.

**MODULE II PRINCIPLES OF ISLAMIC ECONOMICS 6**

Prohibition of Riba, Bank Interest and rationale of its prohibition; Prohibition of Gharar (ambiguity) and Maysir (Gambling); Competition, Cooperation and their relative scope; Risk sharing Verses Risk shifting; Economic Stability and the Role of abolition of interest.

**MODULE III ISLAMIC CONSUMER/ PRODUCER BEHAVIOUR 6**

Consumer Behaviour: Self interest with ethical constraints; Producer Behaviour: Theory of Firm; The possibility of taking Social goods into consideration; Public Sector Policy goals with Environmental Protection.

**MODULE IV WEALTH DISTRIBUTION 6**

Income and Wealth Distribution under Islamic System; Objectives; Sources of Public Revenue in Islam; Means of Distribution of Wealth: Zakah and Waqf institutions and their economics aspects.

**MODULE V ISLAMIC COOPERATION AND INSTITUTIONS 6**

International Islamic Cooperation; Institutional Infrastructure supporting Islamic Finance; Role of Islamic Development Bank in Economic Cooperation and Development.

**Total Hours: 30**

**REFERENCES:**

1. Islamic Economics by Umar Chapra - CEPT Publications
2. An Introduction to Islamic Economics by Akram Khan
3. Fundamentals of Islamic Economic System By Dr. Muhammad Sharif Chaudhry

**OUTCOMES:**

On completion of the course students should be able to:

- Define what is Islamic Economics, outline its nature and essentials.
- Distinguish between Islamic Economics and Conventional Economics.
- Outline features of Islamic economic system holistically.

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<b>MSBY 102</b>	<b>FUNDAMENTALS OF ISLAMIC FINANCE</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The objectives of the course will be to make the students understand:

- Basic concepts, sharia'h principles and guidelines on financial transaction
- Major prohibition in Islamic finance
- Islamic law of contract and the prerequisite conditions for validity of contract
- Foundation and Characteristics of Islamic Finance

**MODULE I INTRODUCTION TO SOURCES OF ISLAMIC LAW (SHARI'AH) 6**

Shariah & Fiqh : Definition and Concept; Sources of Shari'ah: Quran, Sunnah, Ijma, Qiyas; Objectives of Shariah; Concept of Ijtihad and the necessary conditions; Principles of Fiqh: Introduction and importance.

**MODULE II MAJOR PROHIBITIONS IN ISLAMIC FINANCE 6**

Riba(Interest): Definition and Classification; Gharar (Ambiguity/ Uncertainty): Definition and Classification; Maysir & Qimar (Gambling): Definition and Classification.

**MODULE III ISLAMIC LAW OF CONTRACTS 6**

Principles of Islamic Business; Contract: Definition and Classification; Aqd (contract), Wad (Promise), Muwa'adah/ Mu'ahida (Bilateral Promise); Elements of Contract and conditions for its Validity.

**MODULE IV CLASSIFICATION OF CONTRACTS (Unilateral & Bilateral) 6**

Contract of Exchange (Sale Contracts); Contract of Partnership (Mudrabaha, Musharakah); Contract of Trust/ Safe Custody (Wadi'ah, Amanah) Contract of Security (Kafalah, Rahn, Hawalah), Contract of Usufruct utilization (Ijarah), Other Contracts: Wakalah, Jo'alah etc.

**MODULE V PRINCIPLES OF ISLAMIC FINANCIAL SYSTEM**

**6**

Islamic Finance: Definition, Concept, Foundation, Features, Objectives; Islamic Finance Vs Conventional Finance; A Brief introduction of Islamic Financial Instruments: Mudarabha, Musharakah, Murabaha, Salam, Istisna and Ijarah.

**Total Hours: 30**

**REFERENCES:**

1. An Introduction to Islamic Banking & Finance- Abdel Fattah M.Farah
2. Certified to Islamic banker (CeIB) program - Islamic-finance.com.
3. Meezan's Bank's Guide to Islamic Bank

**OUTCOMES:**

On completion of the course student should be able to:

- Identify the fundamental concepts of Islamic Finance
- Understand the basic principles and features of Islamic Finance and distinguish between Conventional and Islamic Financial system
- Understand the Islamic Laws and Shari'ah prohibition of interest, Gharar and gambling etc.

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<b>MSBY 103</b>	<b>ISLAMIC INSURANCE (TAKAFUL)</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The objectives of the course will be to make the students understand:

- Basic concept of Takaful and its distinguishing features
- Structure and development of Takaful products and market
- Different models of Takaful

**MODULE I INTRODUCTION 6**

Takaful (Islamic Insurance): Definition, Concept, Principles & Unique Characteristics; Major goals of the Takaful system; The origins of Takaful: Historical background; Takaful System in Islamic Era: Al-Aqilah, Diyah, Tabarru'/ donation.

**MODULE II TAKAFUL VS. CONVENTIONAL INSURANCE 6**

Comparison of Takaful with Conventional Insurance; Issues of Riba, Gharar, Maysir & Qimar (interest, ambiguity & gambling elements) in Conventional Insurance; Risk sharing versus transfer; Takaful versus Mutual Insurance: similarities/differences.

**MODULE III SHARIAH ELEMENTS/PRINCIPLES IN TAKAFUL 6**

Shariah Mechanism of Takaful; Definitions & Concept of Waqf, Wakalah, Hiba & Tabarru', which are used in Takaful System; Shari'ah Ruling and Principles applied to Takaful, Prohibited Elements.

**MODULE IV TAKAFUL MODELS, TYPE & STRUCTURES 6**

Structure and operation of Takaful; Different Models of Takaful e.g. Wakalah Model, Waqf Model, Modaraba Model, Hybrid Model, and Surplus Distribution mechanism in all models; Type and Products of Takaful Business: General Takaful (General Insurance), Family Takaful (Life Insurance).

**MODULE V TAKAFUL PRODUCTS & RISK MANAGEMENT IN ISLAM 6**

BancaTakaful, Re-Takaful, Micro Takaful etc.; Risk Management from an Islamic

Perspective, Key Objectives of Risk Management Specific to Takaful; Risks associated with Takaful claims and their mitigation.

**Total Hours: 30**

**REFERENCES:**

1. Islamic Insurance: A Modern Approach to Islamic Banking by Aly Khorshid
2. "What's Takaful": A Guide To Islamic Insurance by Khaled Kassar
3. Islamic and Modern Insurance (Principles and Practices) by Ma'sum Billah
4. The Islamic Insurance: Theory and Practice by A S Mulhim & A Mohammed Sabbagh

**OUTCOMES:**

The course is designed to enable students to:

- Obtain comprehensive understanding on both conceptual and practical aspects of takaful business.
- Possess the knowledge of the Shari'ah principles, concepts and underlying contracts applied in takaful business.
- Differentiate between takaful and conventional insurance operation.

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<b>MSBY 104</b>	<b>ISLAMIC BONDS (SUKUK)</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The objectives of the course will be to make the students understand:

- Concept of securitization in accordance with Shariah principles
- Nature of sukuk and how they differ from conventional bonds
- Types of Sukuk (sovereign & corporate) and their investment features
- How to structure sukuk transactions and its application

**MODULE I INTRODUCTION 6**

Sukuk (Islamic Securities): Definition, Concept, Classification and Fundamentals; Origin of Sukuk and development in Islamic Finance; Features & Characteristics; Sukuk Vs Conventional Debt Securities (Bonds); Return (Profit) in Sukuk, Common Use & Benefits.

**MODULE II ISLAMIC SECURITIZATION 6**

Securitization Principle; Benefits of Securitization; Islamic securitization and overcollateralization; Limitations (Shariah Concern).

**MODULE III SUKUK STRUCTURING - I 6**

The Basic Sukuk Issuance Process; Application of Islamic and Conventional Financial Concept for issuance of sukuk; AAOIFI Standards: Range of Sukuk Structures Permitted by AAOIFI.

**MODULE IV SUKUK STRUCTURING - II (Types) 6**

Musharakah Sukuk, Mudarabah Sukuk, Ijarah Sukuk, Murabahah Sukuk, Salam Sukuk, Istisna Sukuk, Hybrid Sukuk, Others.

**MODULE V CAPITAL MARKET CONSIDERATIONS RELATING TO SUKUK 6**

Rating the Issue & Distribution; Sukuk trading and secondary markets; Sovereign and Corporate Sukuk: For Open Market Operation, liquidity management and balance sheet management.

**Total Hours: 30**

**REFERENCES:**

1. Islamic Bonds: Your Guide to Issuing, Structuring and Investing in Sukuk by Nathif J. Adam and Abdulkader Thomas
2. Sukuk and Islamic Capital Markets: A Practical Guide by Rahail Ali - Hogan Lovells
3. Sukuk by Abdulkader S. Thomas

**OUTCOMES:**

On completion of the course students should be able to:

- Define what is meant by Sukuk and securitization
- Outline features and benefits of Islamic Bonds (sukuk)
- Explain the common use of sukuk and different types of sukuk structure
- Distinguish between a conventional bond and Sukuk

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<b>MSBY 105</b>	<b>ISLAMIC ASSET &amp; FUND MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**OBJECTIVES:**

The objectives of the course will be to make the students understand:

- Islamic Financial Market Structure
- Nature and distinguishing features of Islamic Capital Market
- Concept of venture capital, investment funds, units trusts, REITs and its application in accordance with Islamic Finance principle

**MODULE I INTRODUCTION 6**

The Capital Market: Definition, Nature, Functions and Objectives; A Brief Overview of the Capital Market in India; Risk Return Principle in Islam: Cost of Capital, Choice between Capital and Debt Financing-Agency Problem; Shari'ah Principles for Capital Market.

**MODULE II ISLAMIC STOCK AND WEALTH MANAGEMENT 6**

Equity Shares and Equity Funds; Business and Structure of Islamic Enterprise: Indebtedness of the Enterprise, Earnings from Impermissible Activities, Cash and Receivables / Payables.

**MODULE III NORMS FOR SHARI'AH SCREENING IN CAPITAL MKT 6**

Business Screening and Sharia'h Screening; AAOIFI; Dow Jones Islamic Investment Criteria; Securities Exchange Commission (SEC) Malaysia Norms; FTSE; S & P and MSCI, NCB, DFM and TESIS India.

**MODULE IV CRITICAL ASSESSMENT OF ISLAMIC SCREENING NORMS 6**

Screening Norms Relating to Nature of Business; Screening Norms Relating to Financial Ratios; Suitability of Market Cap; Dividend Purification and Zakah.

**MODULE V ISLAMIC REAL ESTATE AND PROJECT FINANCING 6**

Characteristics of Real Estate; Islamic REITS; Islamic Mutual Funds and Mudaraba Certificates.

**Total Hours: 30**

**REFERENCES:**

1. Islamic Capital Markets: Theory and Practice By Nouredine Krichene
2. Islamic Asset Management By Natalie Schoon
3. Contemporary Islamic Finance: Innovations, Applications and Best Practices by Karen Hunt-Ahmed (Chapter on Islamic Mutual Funds)

**OUTCOMES:**

On completion of the course students should be able to:

- Outline the concept of 'Islamic Capital Market'
- Understand shari'ah viewpoints on stocks, debt certificates and financial derivatives
- Explain different financial ratios for screening of stocks
- Explain the concept of 'Mutual Funds' and define the concept of 'Islamic investment funds'.

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<b>MSBY 106 ISLAMIC BANKING PRODUCTS AND SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES:**

The main objectives of the course are to:

- Explain the concepts, theories, the origins and development of Islamic banking products and services;
- Expose the students to a wider range of Islamic financing instruments used by Islamic Banks and Financial institutions.

**MODULE I DEPOSIT PRODUCTS IN ISLAMIC BANKS 6**

Islamic Banks Deposits: Current Account, Saving Account, Investment Deposit Account: General Investment Deposit Account, Special Investment Deposit Account; Deposit Management.

**MODULE II CARD PRODUCTS IN ISLAMIC BANKS 6**

Islamic Credit Cards in the market: Bai-al Ina Credit Card Structure, Tawarruq Credit Card Structure, Ijarah Credit Card Structure, Ujrah Credit Card Structure, Kafalah Credit Card Structure; Islamic Covered Card.

**MODULE III ISLAMIC MODES OF FINANCING - I 6**

Equity Based Products: Musharakah, Mudarabah; Deferred sale Financing - Bai Muajjal & Murabahah; Advance Sale Financing Product - Salam & Parallel Salam.

**MODULE IV ISLAMIC MODES OF FINANCING - II 6**

Financing Asset under Construction: Istisna & Parallel istisna; Lease Based Product - Ijarah & Ijarah Muntahiyah Bit-Tamleek; Services Based Products: Wakalah (Agency) & Kafalah (Guarantee); Bai- al 'Inah & Twarruq : Financing for liquidity Management.

**MODULE V OTHER MISCELLANEOUS SERVICES & ACTIVITIES 6**

Letters of Credit; Cheque Payment System; Sarf (Foreign Exchange) & Hawalah (Remittance); Bai Istijrar (supply Contract) and Ujrah (fee); Bai- al Dain (Debt Trading); Qard-e Hasanah (Interest-free Loan); Others.

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**Total Hours: 30**

**REFERENCES:**

1. An introduction to Islamic finance By M. Taqi Usmani
2. Understanding Islamic Finance By Muhammad Ayub

**OUTCOMES:**

On completion of the course students should be able to:

- Understand the mechanism of resource mobilization and fund utilization by Islamic Banks
- Identify different types of deposits and Islamic Credit Card offered by Islamic Banks
- Explain the concept and structure of various Islamic banking products
- Identify the different issues related to Islamic mode of financing and its application