

Master of Business Administration - Executive

**Detailed Syllabus with Scheme of
Examination**

Programme Code: MBXM

Duration: 18 Months

(Week End Classes)

FROM SESSION: 2021-2022 ONWARDS



**CHHATRAPATI SHIVAJI MAHARAJ UNIVERSITY
PANVEL, NAVI MUMBAI**

PROGRAM OBJECTIVES :

1. To develop the required business skills, enhance the leadership capabilities and sharpen the ideas
2. To deepen the understanding on business dynamics
3. To improve the capabilities of strategic decision making and to develop strong analytic power to assess the impact & implications of strategic decisions
4. To acquaint and equip with the knowledge and understanding of emerging issues & latest trends in Business Management, apart from acquiring knowledge in the selected core area
5. To equip the students to occupy the important positions and fulfill their personal ambitions, professional goals and societal needs.

EVALUATION SCHEME:

1. Every subject will be evaluated on the basis of 60:40 Patterns (Semester-End and Internal assessment).
2. Theory exam will be conducted at the end of each semester of six-month period which will be called Semester-End exam.
3. Semester End Exam will hold for 60 marks and evaluated on the basis of Grades.
4. The question paper pattern will be shared to students in advance.
5. Internal Assessment will be for 40 marks and will be done on the basis of two mid-term exams along with other parameters /performance of continuous assessment such as class test, attendance and learning aptitude of student , mini-projects/live projects, presentations, assignments, quizzes, debates, management games etc. Criteria of continuous assessment may vary depending on the subject /topic.

Master of Business Administration -Executive 2021-22 onwards 18 months (3 semesters)

Course Structure

Duration of the Programme: The MBA (Executive) programme is divided into three semesters- total 18 months. The program consists of 13 subjects of Core Courses and 2 Elective Courses, and 2 Project work. **Total credits- 36**

Specializations Offered: *Finance/Marketing/Human Resource Management /IT*

The student is required to choose the specialization in the Semester III

Semester 1

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
CC	MBXM1010	Human Resource Management	2	40	60	100	2
CC	MBXM1020	Managerial Economics	2	40	60	100	2
CC	MBXM1030	Marketing Management	2	40	60	100	2
CC	MBXM1040	Financial Management	2	40	60	100	2
CC	MBXM1050	Business Statistics	2	40	60	100	2
CC	MBXM1060	Operations Management	2	40	60	100	2
	Total Credit Hours		12	240	360	600	12

(IA: Internal assessment , UE: University Exam /Term End exam,* Lectures per week)

Semester 2

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
CC	MBXM2010	Business Environment	2	40	60	100	2
CC	MBXM2020	Organizational Behavior	2	40	60	100	2
CC	MBXM2030	Management Information Systems	2	40	60	100	2
CC	MBXM2040	Business Research Methodology	2	40	60	100	2
CC	MBXM2050	Business Laws	2	40	60	100	2
CC	MBXM2060	Strategic Management	2	40	60	100	2
	Total Credit Hours		12	240	360	600	12

Semester 3

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
CC	MBXM3010	Stress Management	2	40	60	100	2
	MBXM3020	Business Ethics & Corporate Governance	2	40	60	100	2
EC	As per selection	Elective-1 (Any subject from group A/B/C)	2	40	60	100	2
EC	As per selection	Elective-2 (Any subject from the same group of Elective-1)	2	40	60	100	2
	MBXM3013	Project-1			100	100	2
	MBXM3023	Project-2			100	100	2
	Total Credit Hours		8	160	440	600	12

*** List of Groups & Elective courses (EC) for Semester 3**

Group A (Finance)		
Course Code	Subjects	Credits
MBXM3310	Banking and Insurance	2
MBXM3320	Security Analysis & portfolio Management	2
MBXM3330	Derivatives and Risk Management	2
MBXM3340	Corporate Valuation and Mergers	2
MBXM3350	International Finance	2

	Group B (Marketing)	Credits
MBXM3410	Consumer Behavior	2
MBXM3420	Sales & Distribution Management	2
MBXM3430	Services Marketing	2
MBXM3440	Product & Brand Management	2
MBXM3450	Integrated Marketing Communications	2

	Group C (HRM)	Credits
MBXM3510	HR Planning, Recruitment & Selection	2
MBXM3520	Training & Development	2
MBXM3530	Performance Management	2
MBXM3540	Strategic HRM	2
MBXM3550	International Human Resource Management	2

	Group D (IT)	Credits
MBXM3610	Enterprise Resource Planning	2
MBXM3620	Software Project Management	2
MBXM3630	E – Commerce	2
MBXM3640	Information Security	2
MBXM3650	Cloud Computing	2

DETAILED SYLLABUS

Semester 1

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
CC	MBXM1010	Human Resource Management	2	40	60	100	2
CC	MBXM1020	Managerial Economics	2	40	60	100	2
CC	MBXM1030	Marketing Management	2	40	60	100	2
CC	MBXM1040	Financial Management	2	40	60	100	2
CC	MBXM1050	Business Statistics	2	40	60	100	2
CC	MBXM1060	Operations Management	2	40	60	100	2
	Total Credit Hours		12	240	360	600	12

(IA: Internal assessment , UE: University Exam /Term End exam,* Lectures per week)

Human Resource Management

Course Code : MBXM1010

Course Objectives:

- To become familiar with the concepts of human resource management and employee friendly policy development.
- To expose the student to different functional areas of Human Resource Management to enhance the effectiveness
- To understand real world application and processes of talent management and retention.

Course Out comes

- To develop the understanding of the concept of human resource management and to understand its relevance in organizations.
- To develop necessary skill set for application of various HR issues.
- To analyse the strategic issues and strategies required to select and develop manpower resources.

- To integrate the knowledge of HR concepts to take correct business decisions.

Course Outline:

Unit 1 – Introduction to Human Resource Management: Introduction and Importance- Evolution – difference between Personnel Management and HRM- Strategic HRM- role of a HR Manager.

Unit 2 -Human Resources Planning: Objectives-Importance-HRP Process- Manpower Estimation-Job analysis-Job Description-Job Specification.

Unit 3 - Recruitment And Selection- Sources of Recruitment-Selection Process- Placement and Induction-Retention of Employee.

Unit 4 - Other important Concepts- Training & development, Performance management, Career planning, Succession planning, Compensation and benefits.

Unit 5 -Retirement/Separation: Superannuation, -Voluntary Retirement Schemes, Resignation, Discharge, Dismissal, Suspension, Layoff.

Reference Books:

- Human Resource Management, Arun Monappa And Mirza Saiyadin, Tata McGraw Hill Publishing Co.
- Personnel Management ,C. B. Gupta, Sultan Chand And Company Limited
- Personnel Management And Human Resources, C. S. Ventataraman And B. K. Srivastave, Tata Me. Graw Hill, New Delhi.
- Human Resource Management, Geets.D., Deshpande A.D.&Mrs. Deshpande Asmita A., Nirali Prakashan,
- Human Resource Management, Text & Cases, By Aswathappa K., Tata Me Graw-Hill Publishing Company Ltd.
- Personnel Management – C.B Mamoria

Managerial Economics

Course Code : MBXM1020

Course Objectives:

- To understanding the basic concepts managerial economics and its theories.
- To understand the dynamics of supply and demand, and relationship between costs, revenues, profits and losses .
- To apply the knowledge of managerial economics in policy formulation and managerial decision making.

Course Outcomes:

- 1) Understand the roles of managers in firms
- 2) Understand the internal and external decisions to be made by managers
- 3) Analyze the demand and supply conditions and assess the position of a company
- 4) Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
- 5) Analyze real-world business problems with a systematic theoretical framework.
- 6) Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.

Course Outline:

Unit 1 - Introduction To Managerial Economics- Basic concepts , Nature & scope of managerial economics, Relevance of managerial economics, Difference between micro macroeconomics, Relationship between micro & managerial economics.

Unit 2 -Theory Of Demand & Supply- Demand theory-law of demand, Determinants of demand, Elasticity of demand, Supply function, Law of supply, Elasticity of supply, Equilibrium of demand & supply, Effect of shift in demand & supply, Ceiling & floor prices, Demand forecasting, Consumer surplus

Unit 3 - Production Function- Concepts of product Total product, Average product & marginal product Production function in the long run and short run. Analysis of Costs- Types of costs.

Unit 4 - Market Structure & Pricing Practices -Characteristics of perfect competition, Monopoly, Monopolistic competition & oligopoly, Profit maximization in different markets in the short run & long run, Price discrimination, Decisions under risk & uncertainty Game theory & strategic behavior Pricing practices

Unit 5 - Profit Management : Break Even analysis. Nature and measurement of profit, profit policies, Profit Forecasting.

Unit 6 -Capital Budgeting : Steps involved in project evaluation. Concept of time value of money. Methods of investment Appraisal: Discounted Cash flow. NPV& IRR.

Reference Books:

- Managerial Economics, D. N. Dwivedi ,
- Managerial Economics , Varshney & Varshney,
- Managerial Economics; Agarwal M. K.,New Age.
- Managerial Economics; Mittal Alka, Wisdom.
- Managerial Economics; Mishra Rajan; USP.

Marketing Management

Course Code : MBXM1030

Course Objectives:

- To understanding the concepts & scope of marketing.
- To analyse the marketing environment and the competition.
- To apply the concepts, models, tools & techniques for formulating & implementing marketing strategies.

Course Outcomes

- Interpret complex marketing issues and problems using relevant theories, concepts and methods with regard to ethical conduct.
- Apply contemporary marketing theories to the demands of business and management practice.
- Find and generate information/data needed to inform problem solving in marketing using appropriate methodology.
- Analyse information/data critically and synthesise new knowledge and communicate that knowledge via engaging written and oral formats.
- Organise information and data to reveal patterns and themes, and manage teams and evidence gathering and problem solving processes.
- Conduct the process of inquiry, and respond to feedback, accounting for ethical, social and cultural (ESC) issues.

Course Outline:

Unit 1 - Introduction to Marketing: Definition & Functions of Marketing. Evolution of marketing, Core concepts of marketing (Need, Want, Desire, Demand, Value, Goods – Services Continuum, Product, Market etc) Approaches to Marketing, Selling versus marketing. customer Satisfaction, Customer Delight & Customer Value.

Unit 2- Consumer Behaviour: Definition of a customer, types of customers, Customer Vs Consumer, Importance of Consumer Behaviour to marketers, Categorisation & Determinants of Consumer Behaviour, Consumer buying process, Models of Consumer Behaviour, Consumer Adoption process.

Unit 3- Marketing Environment: Definition & components of marketing environment, PEST analysis, Analysis of competition, marketing process,

Unit 4- Market segmentation: (a)Consumer markets -Meaning, Need & importance of market segmentation, Effective segmentation criteria, Patterns of segmentation, Bases for market segmentation, target marketing & Product positioning. (b) Business marketing: Definition, B2B Vs Consumer markets, Bases for segmentation, Industrial/Business buying process.

Unit 5- Marketing Mix: Definition of each of the Four P's. Components of each P. Extended 7Ps for services. Product Decisions– Product Life Cycle, & Brand , Pricing Decisions, Distribution Decisions and Promotion Decisions – Integrated Marketing Communications Concept

Reference Books:

- Principles of Marketing- Philip Kotler and Gary Armstrong
- Fundamentals of Marketing - Stanton
- Marketing Management – Rajan Saxena
- Marketing Management - V.S.Ramaswamy and S.Namakumari
- Marketing Concepts and Strategies, William M. Pride and O.C. Ferrel , Biztantra

Financial Management

Course Code : MBXM1040

Course Objectives:

- To understand the concepts of finance and its management
- To analyse the financial statements and ability to calculate the working capital requirements
- To acquaint the students regarding financial management tools and techniques in financial decision making

Course Outcomes

- Describe the financial environment within which organisations must operate
- Critically evaluate the financial objectives of various types of organisations and the respective requirements of stakeholders
- Discuss the function of capital markets
- Explain alternative sources of finance and investment opportunities and their suitability in particular circumstances
- Assess the factors affecting investment decisions and opportunities presented to an organisation
- Select and apply techniques in managing working capital
- Analyse a company's performance and make appropriate recommendations.

Course Outline:

Unit 1 - Introduction To Financial Management: Meaning and Objectives, Scope and Functions of Financial Management. Risk-Return relationship, Financial Manager's Role.

Unit 2 - Financial Statement Analysis: Meaning & Definition of financial statements, Types of Financial Statement Analysis, Techniques of Financial Statement analysis (Comparative analysis, Common size analysis, Trend analysis, Ratio analysis, Fund flow & Cash flow statements).

Unit 3 - Capitalization : Under and Over Capitalization, Capital Structures – Computation of cost of capital, Trading on Equity, Leverages – Type and Significance

Unit 4 - Capital Budgeting : Nature and Significance, Time value of money- Discounting and Compounding – Methods of evaluating Capital Expenditure proposals

Unit 5 – Working Capital Management : Nature of Working Capital Management, Need for working capital – operating cycle, Estimation of working capital requirement.

Unit 6 - Dividend Policy: Definition, Classification and Concepts

Reference Books:

- Financial Management – I.M.Pandey
- Financial Management – Khan & Jain
- Financial Management – Prasanna Chandra
- Financial Management- P.V. Kulkarni
- Financial management and Policy, Van Horn, James C.,

Business Statistics

Course Code : MBXM1050

Course Objectives:

- To understand different statistical tools & techniques
- To understand importance of decision support provided by analysis techniques
- To understand the applications of Statistics in managerial decision making

Course Outcomes

- After successful completion of the course students will be able to summarize and analyze statistical data to solve practical business related problems.
- After successful completion of the course students will be able to interpret the relevance of statistical findings for business problem solving and decision making.
- After successful completion of the course students will be able to apply technology to statistical analysis and problem solving.

Course Outline:

Unit 1 - Introduction: Meaning and Definition of Statistics-Role of Statistical Techniques in Decision Making. Measures of Central Tendency: Mean, Median & Mode - Measurement of Dispersion: Mean Deviation & Standard Deviation.

Unit 2 - Probability and Probability Distribution: Concepts of Probability - Additive and Multiplicative Laws- Bayes's Decision Rule-Probability Distributions: Binomial, Poisson and Normal Distribution.

Unit 3 - Correlation Analysis: Positive and Negative Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Concept of Multiple and Partial Correlation. ii. Regression Analysis: Concept, Least Square fit of a Linear Regression, Two lines of Regression, properties of Regression coefficients. iii. Time Series Analysis: Components, Models of Time Series-Additive, Multiplicative and Mixed models- Trend analysis: Free hand curve, Semi averages, Moving averages, Least Square method.

Unit 4 - Sampling Theory and Tests of Significance: The basics of Sampling-Sampling Procedures: Random and Non-Random methods-Sample size determination-Sampling distribution-Central Limit Theorem- Hypothesis Testing -Large Sample test – Test for Proportions. Small Sample Test.

Unit 5 -Chi-Square Analysis: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction).

Reference Books:

- Statistics for Management, Levin R.I., Rubin S. David,
- Statistical Methods, Gupta S.P, Sultan Chand & Sons.
- Statistics for Management, Keller, G, Cengage Learning,
- Business Statistics, J. K Sharma, Pearson.
- Statistical Methods in Business and Social Sciences, Shenoy , G.V. & Pant, M :

Operations Management

Course Code : MBXM1060

Course Objectives:

- To provide a broad introduction to the field of operations management
- To explain the role of operations, and their interaction with the other activities of a firm
- To explain the concepts, strategies, tools and techniques of operations management for competitive advantage.

Course Outcomes

- understand the input–process–output framework, the extensions of it, and apply them to a wide range of operations
- examine the types of transformation processes occurring within operations
- define the roles and responsibilities of operations managers and the challenges they face
- reflect on your own operations management responsibilities, if applicable
- understand the content of an operations strategy and the decisions involved.

Course Outline:

Unit 1 - Introduction to Operations management: Meaning, Importance and Objectives , Systems View of Operation Management – Functions of Operations Management – Types of production Systems.

Unit 2 - Production Planning Controls : Aggregate planning – Master Production Schedule – Materials Requirements Planning – Bill of Materials – MRP II – Capacity Requirements Planning – ERP Packages.

Unit 3 - Inventory Control: Functions & Types of Inventory – Safety Stock – Service Level – Inventory control system – Economic Order Quantity Models – Batch Production, Quantity Discounts – Just In Time – Bottlenecks in Implementing Just In Time in Indian Industries.

Unit 4 - Inspection in Quality control : Purpose – Control charts for measuring variables – Control chart for measuring attributes – Acceptance sampling, Acceptance Quality Limit LTPD – Quality Circle – Total Quality Management – Six sigma concept – ISO 9000 concepts – ISO 14000 concepts.

Unit 5 - Ergonomics: Meaning : Importance – Work study – Time study – Motion study – Standard time – Time study analysis – Job designs

Reference Books:

- Operations Management, William J Stevenson, Tata McGraw Hill
- Production & Operations Management - S.N.Chari
- Production and Operations Management, Aswathappa K and Shridhara Bhat K, Himalaya Publishing House
- Production and Operations Management, Kanishka Bedi, Oxford University.
- Production Management - Elwood S. Buffa
- Operations Management Theory and practice, Mahadevan B, Pearson Education,

Semester 2

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
CC	MBXM2010	Business Environment	2	40	60	100	2
CC	MBXM2020	Organizational Behavior	2	40	60	100	2
CC	MBXM2030	Management Information Systems	2	40	60	100	2
CC	MBXM2040	Business Research Methodology	2	40	60	100	2
CC	MBXM2050	Business Laws	2	40	60	100	2
CC	MBXM2060	Strategic Management	2	40	60	100	2
	Total Credit Hours		12	240	360	600	12

Business Environment

Course Code : MBXM2010

Course Objectives:

1. To understand the environmental factors affecting the business world. Familiarize with the nature of business environment and its components.
2. The students will be able to demonstrate and develop conceptual framework of business environment and generate interest in international business.
3. Understand the definition of ethics and the importance and role of ethical behavior in the business world today.

Course Outcomes

- To understand political, economical, environmental, legal and social aspects of the environment
- To understand the environmental changes their causes, impacts & adaptation
- To understand the policy & planning frame work of economic system

Course Outline:

Unit– 1 -Business Environment: An Introduction-Introduction, Concept of Business, Levels of the Business Environment, Understanding the Environment, Macro & Micro Indicators.

Unit– 2 - Economic Environment: Introduction, Economic Environment of Business, The Global Economic Environment, Economic Policies, Business and Economic Policies

Unit– 3 - Socio Cultural Environment: Introduction,Business and Society, Business and Culture , Indian Business Culture, Culture and Organizational Behavior

Unit– 4 - Political Environment: Introduction, Political Environment and the Economic system, Types of Political Systems, Indian Constitution and Business, Changing Profile of Indian Economy , Business Risks Posed by the Indian Political System

Unit– 5 -Legal Environment: Introduction: Legal Environment, Laws Impacting Industry in India, Intellectual Property Rights, Major Regulations Pertaining to Business.

Reference Books:

- The International Business Environment; Sundaram& Black:Prentice Hall.
- Business Environment; Chidambaram:Vikas Publishing.
- Business Environment, Upadhyay, S: Asia Books.
- Business Environment: Text & Cases; Cherunilam, Francis- Himalaya Publishing.
- Business Environment: Text &Cases; Paul, Justine- Tata McGraw-Hill.

Organizational behavior

Course Code : MBXM2020

Course Objectives:

- To familiarize with the individual as well as the organizational level behavior.
- To able to understand ethical perspectives of management and business.
- To understand aspects of management skills and organizing business.
- To understand significance and importance of team management and leadership.

Course Outcomes

- Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
- Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
- Analyze the complexities associated with management of the group behavior in the organization.
- Demonstrate how the organizational behavior can integrate in understanding the motivation(why) behind behavior of people in the organization.

Course Outline:

Unit 1 : Organizational Behavior- Definition - features - process - models - of organizational behavior Employee morale. Meaning and definition of morale - morale - motivation and productivity. Factors affecting morale - Causes of low morale - factors improving morale nuses of attitude scale and opinion survey - Conflicts - managerial conflicts.

Unit 2 :Individual behaviour – personality, perception, learning, attitudes inter-personal behavior, – Group and inter-group behaviour.

Unit 3 : Group decision making and development- Decision making - meaning - nature - types - steps - styles - advantages and disadvantages - techniques- influence process in groups. Five

stages of group development. Group cohesiveness and dynamics, Meaning - factors influencing consequences of group cohesiveness. Definition - types of groups -theories of group formation - problems of informal group - group norms - its types - role conflicts.

Unit 4 : Organizational change and development- Meaning - forces of change - types of change - managing planned change. Human reaction to change causes of resistance to change. Individual, group and organizational over coming resistance to change. Meaning - types - techniques - evaluation and condition for success of organizational development.

Unit 5 : Leadership - Leadership style, theory of leadership, Motivation

Reference Books:

- Organizational behavior-Korman Abraham K - Prentice Hall.
- Management of Business Organization –Hersy, Paul and Blanchand- K.H. Prentice hall.
- Organizational Behaviour – Fred Luthans – Tata McGraw Hill.
- Organizational Behaviour-Stephen, P. Robbin –Prentice Hall
- Understanding Organizational Behaviour – UdayPareek - Oxford.

Management Information System

Course Code : MBXM2030

Course Objectives:

- To develop an understanding of the structure and role of management information systems in business.
- To help the student to deal with data management and system management.

Course Outcomes

- To identify themes and trends in management information systems Understand the leadership role of Management Information Systems in achieving business competitive advantage through informed decision making.
- Analyze and synthesize business information and systems to facilitate evaluation of strategic alternatives.
- Effectively communicate strategic alternatives to facilitate decision making.

Course Outline:

Unit 1 -Organisations and Computing: Introduction, Modern Organisation-IT enabled-Networked-Dispersed- Knowledge Organisation, Information Systems in Organisations-what are information systems?, Brief history of computing- ENIAC: Way to commercial computers- Advent of artificial intelligence- advent of personal computing-Free Software Movement- Advent of Internet, The role of internet- Internet and Web: they are different-the internet changes everything

Unit 2-Managing Information Systems in Organisations: Introduction, Managing in the Internet Era, Managing Information Systems in Organisation-the IT interaction model, Challenges for the manager-what information to build?-how much to spend on information systems?-what level of capabilities should be created with information systems?-how centralized should the services be?-what security levels are required?-Technology road map for the organization.

Unit 3- Data and Information: Introduction, data and information- measuring data, information as a resource, information in organisational functions, types of information technology, types of information systems- transaction processing systems-management information systems.

Unit 4 - Business Process Integration with IT: Introduction, Business Process Integration- Business processes-example of a complex process, Motivation for Enterprise Systems, Enterprise Resource Planning systems- finance and accounting module-human

resource management module-manufacturing and operations module- sales and marketing module.

Unit 5-Managing Data Resources: Introduction , The Need for Data Management- History of data use, Challenges of Data Management- data independence- reduced data redundancy- data consistency- data access- data administration- managing concurrency- managing security- recovery from crashes-application development, Database Concepts- fields, records and files- basic architecture, Data Warehouses- data mining uses.

Reference Books:

- Management Information Systems, A O'Brien.
- Management Information System, W S Jawadekar.
- Management Information Systems, Laaudon and Ludon.
- Management Information Systems , Robert Schultheis and Mary Summer

Business Research Methodology

Course Code : MBXM2040

Course Objectives:

- To inculcate the analytical abilities and research skills
- To acquire skills to locate problem areas in organizational settings, and plan, organize, design, and conduct research to help solve the identified problems;
- To facilitate students in making their own research study.

Course Outcomes

- Have an understanding of various kinds of research, objectives of doing research, research process research designs and sampling.
- Be able to formulate research problem and develop a sufficiently coherent research design.
- Have basic knowledge on qualitative, quantitative as well as measurement & scaling techniques.
- Have a basic awareness of data analysis, including descriptive & inferential measures. CO : Be able to write & develop independent thinking for critically analyzing research reports

Course Outline:

Unit 1 - Introduction to Research Methodology: Meaning and Objectives of Research. Types of Research, Concepts in Research (Variables, Qualitative and Quantitative Research), Research process. Characteristics of Good Research . Defining Research Problem and Formulation of Hypothesis, Experimental Designs.

Unit 2 -Literature Review: Effective literature studies, approaches, analysis, plagiarism, and research ethics.

Unit 3 - Data Collection and Measurement: Methods and Techniques of Data Collection, Sampling and Sampling Designs, Attitude Measurement and Scales

Unit 4 - Data Presentation and Analysis: Data Processing, Statistical Analysis and Interpretation of Data — Non-Parametric Tests, Multivariate Analysis of Data , Model Building and Decision Making

Unit 5 -Report Writing and Presentation: Substance of Reports, Report Writing and Presentation, Presentation of a Report

Reference Books:

- Business Research Methods - Donald Cooper & Pamela Schindler, TMGH,
- Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
- Research Methodology - C.R.Kothari
- Research Methodology, D. K. Bhattacharya, Excel
- Business Research Methods – Naval Bajpai – Pearson Publications

Business Laws

Course Code : MBXM2050

Course Objectives:

- To understand the important provisions of some of the important business laws and their applicability
- To help the students to make right business decisions.

Course Outcomes

- On completion of this course, learners will be able to: appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.
- Identify the fundamental legal principles behind contractual agreements.
- Examine how businesses can be held liable in tort for the actions of their employees.
- Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.
- Acquire problem solving techniques and to be able to present coherent, concise legal argument.

Course Outline:

Unit 1 -Indian Contract Act, 1872: Principles of Law of Contract, Contract of Indemnity and Guarantee, Contract of Bailment and Pledge and Contract of Agency.

Unit 2 -Sales of Goods Act, 1930 : Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale , Provisions relating to: conditions and Warranties ,transfer of property or ownership and performance of Contract of Sale, Rights of Unpaid Seller and Rules as to delivery of goods.

Unit 3 -The Negotiable Instruments Act, 1881 : Negotiable Instruments - Meaning, Characteristics, Types, Parties - Holder and holder in Due Course , Negotiation and Types of Endorsements, Dishonour of Negotiable Instrument - Noting and Protest, Liability of parties on Negotiable Instrument.

Unit 4 -The Companies Act, 1956 : Company - Definition, Meaning, Features and Types of companies, Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus, Share Capital

Unit 5 -Other important laws : Important provisions of Income Tax Act 1961, The Consumer Protection Act, 1986, The Information Technology Act, 2000 and Patents Act.

Reference Books:

- Business Laws - Balchandani
- Legal Aspects of Business – Akhileshwar Pathak
- Business Laws - S.D.Geet and M.S.Patil
- Business Laws - Gulshan Kapoor
- Business and Commercial Laws - Sen and Mitra
- Business Law for Managers – S.K. Tuteja
- Business Law –

Strategic Management

Course Code : MBXM2060

Course Objectives:

- To learn strategic initiatives of the top management involving resources.
- To able to understand ethical perspectives of management and business.
- To understand aspects of resource management and skill integration.
- To understand significance and importance of strategic policies and their implementation.

Course Outcomes

- describe the practical and integrative model of strategic management process that defines basic activities in strategic management
- demonstrate the knowledge and abilities in formulating strategies and strategic plans analyze the competitive situation and
- strategic dilemma in dealing with dynamic global business environment in terms of rapidly changing market trends and technological advancement
- evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences

Course Outline:

Unit 1 – Introduction To Strategic Management: Concept Of Strategy, Meaning Of Strategic Management, Strategy And Tactics, Levels Of Strategies, Strategic Management Process, Merits And Demerits Of Strategic Management. Mckinsey's 7 S Model. Defining Strategic Intent: Vision, Mission, Goals And Objectives.

Unit 2 - Environment Analysis And Diagnosis : Concept Of Environment And Its Components, Environment Scanning And Appraisal, Organizational Appraisal, Strategic Advantage Analysis And Diagnosis, SWOT Analysis

Unit 3 - Strategy Formulation And Choice Of Alternatives : Grand Strategies –Stability, Growth, Retrenchment & Combination Strategies- Modernization, Diversification, Integration, Merger, Take-Over And Joint Venture Strategies, Turnaround – Divestment And Liquidation Strategies. Process Of Strategic Choice – Gap Analysis. Industry Analysis, Competitor Analysis - Porter's Five Forces Model Of Competition. SWOT Analysis- Synergy And Dysergy,

Mckinsey's 7's Framework; GE-9 Cell Model, Bostan's Consultancy Model. Distinctive Competitiveness; Factors Affecting Strategic Choice

Unit 4 -Strategy Implementation: Inter-Relationship Between Formulation And Implementation; Issues In Strategy Implementation .Functional Issues – Matching Structure And Strategy .

Unit 5 -Strategic Evaluation & Control : Importance, Overview Of Strategic Evaluation, Strategic Control, Techniques Of Strategic Evaluation And Control, Operational Control.

Reference Books:

- Strategic Management: Formulation, Implementation, and Control, John A. Pearce II.Hill.
- Strategic Management : An Integrated approach, Wiley.
- Strategic Management , John A.Parnell, Theory and practice Biztantra.
- Management and Business Policy , Azhar Kazmi, Strategic, Tata McGraw Hill.
- Strategic Marketing Management: planning, implementation and control, Colin Gilligan and Richard M S Wilson.

Semester 3

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
CC	MBXM3010	Stress Management	2	40	60	100	2
	MBXM3020	Business Ethics & Corporate Governance	2	40	60	100	2
EC	As per selection	Elective-1 (Any subject from group A/B/C)	2	40	60	100	2
EC	As per selection	Elective-2 (Any subject from the same group of Elective-1)	2	40	60	100	2
	MBXM3013	Project-1			100	100	2
	MBXM3023	Project-2			100	100	2
	Total Credit Hours		8	160	440	600	12

Stress Management

Course Code : MBXM3010

Course Objectives:

- To understand the nature of stress, and the relationship between stress and managerial problems.
- To examine the various methods of assessing personal and organisational stress, and indicating ways of coping with stresses. Assess and analyze the symptoms, causes and effects of personal and academic stressors in order to implement appropriate stress management techniques.

Course Outcomes

- Monitor effectiveness of stress management techniques and revise to meet current needs
On completion of this course, learners will be able to: appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.
- Identify the fundamental legal principles behind contractual agreements.
- Examine how businesses can be held liable in tort for the actions of their employees.
- Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.
- Acquire problem solving techniques and to be able to present coherent, concise legal argument.

Course Outline:

Unit 1 - Understanding Stress : What is Stress, Stressors Personal causes of stress - Organizational causes of stress - The General Adaptation Syndrome - Fight or flight response

Unit 2 -Symptoms of stress: The three Ps - Consequences of Stress - Cultural difference causing stress, constructive versus Destructive stress - Episodic versus chronic stress

Unit 3 - General Stress Interventions: Types of intervention - General coping strategies - Stress problem solving Sequence - ABCDE problem solving Model

Unit 4 - Stress In individuals: Types of personalities - Transactional Analysis - Locus of Control - Work life Balance

Unit 5 -Emotional Intelligence: Definition History and the measurement of emotional Intelligence - Impact of emotional Intelligence on business environment - Emotional intelligence skills - Business Solution and emotional intelligence

Reference Books:

- Stress Management & Emotional Intelligence- Daniel Goleman
- Emotional Intelligence and Your Success- Steven Stein and Howard
- Stress Management, Dutta, P.K., Himalaya Publication
- Stress And Coping : An Indian Experience, D.M. Pestonjee , Sage Publication
- Making Organizational Role Effective., Udai Pareek

Business Ethics & Corporate Governance

Course Code : MBXM3020

Course Objectives:

- To familiarize students with the importance of values and ethics in business and to apply those skills to the real and current challenges of professions.
- To promote Ethic in Business & it's action plan.

Course Outcomes:

- Critically evaluate the range of ethical issues that arise in management, and business organisations and the theories that are used to model these issues and demonstrate an ability to propose solutions to those issues.
- Critically evaluate the different ways in which people may respond to ethical issues at work and what may influence such responses.
- Demonstrate detailed knowledge of the development of Corporate Social Responsibility and the responsibilities of business corporations beyond profit maximisation.

Course Outline:

Unit 1 Introduction : Values-Concept, types and formation of values, Values of Indian Managers, Ethics- development of ethics, ethical decision making and decision making process, relevance of ethics and values in *business*.

Unit 2 Management of Ethics : Management process and ethics, managerial performance, ethical issues, ethos of Vedanta in management, Code of Ethics, Benefits of Ethical codes, AIMA Code of conduct for professional managers.

Unit 3 Corporate Social Responsibility & Consumer Protection: Corporate responsibility of business: employees, consumers and comm. Moduley, Corporate Governance, Code of Corporate Governance, Consumerism, unethical issues, in sales, marketing and technology.

Unit 4 Corporate Governance and CSR :Definition of Corporate Governance, Scope and benefits , Principles of Corporate Governance , Concept of sustainable development

Unit 5 Understanding Success : Definitions of success, Principles for competitive success, prerequisites to create blue print for success. Successful stories of business gurus.

Reference Books:

- Values & Ethics in Management, Kaur, Tripat; Galgotia Publishers.
- Human values for Managers, Chakraborty, S.K
- Ethics in Management: A Vedantic Perspective, Chakraborty, S.K.; Oxford University Press.
- Business Values & Ethics, Dr. F.C. Sharma Shree Mahavir Book Depot

Specialization : Group- A/B/C - Course code MBXM 302 to 312 syllabus given after Research project)

Research Project

Course Code : MBXM3013/MBXM3023

Course Objectives:

- To encourage students to think critically and solve challenging problems
- To develop skills such as oral communication, research skills, teamwork, planning and goal setting

Course Outline:

The proposed research work includes : Proposal, introduction, Objectives, rationale , Methodology & Plan of Work , Data collection & analysis, Interpretation & Conclusions.

Specialization : Finance

BANKING AND INSURANCE

Course Objectives:

- 1) To provide an overview of the structure of banking and insurance business in India.
- 2) To describe the products and services in Banking and Insurance
- 3) To highlight the regulatory changes and innovations in the Banking and Insurance sectors.
- 4) To prepare students for career opportunities in banking and insurance

2. Course Outcomes

- To have basic institutional and practical knowledge supported by text books including up-to-date information in the field of Banking and Insurance
- To carry out financial analysis of banks and insurance companies,
- To keep up with developments in financial markets,
- To have the ability to use basic theoretical and practical knowledge gained in the field in an advanced education level of the same field or at the same level of another field,

Unit – I: Introduction to Banking: Structure of Indian Banking system- scheduled commercial banks, foreign banks; commercial banks versus payment banks; Types of banking –universal banking, wholesale banking, private banking, retail banking; Evolution of Banking in India– nationalization, banking reforms; financial intermediation by banks; Role of commercial banking and economic development, RBI, Banker-Customer relationship, Functions of a Bank, Banking Sector and organization of Banks; Different types of accounts, Various services offered by banks, Sources of risk in banks; Analyzing banks' financial statements

Unit –II: Uses of Bank Funds: Features of Bank Credit, Different types of accounts, steps to be followed in the assessment of credit worthiness of a prospective borrower, the credit process and management, different types of loans and their features, Loan Pricing: The basic model, pricing of fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis, NPAs:- concept of gross and net NPAs, causes, implications & recovery of NPAs, Priority sector lending.

Unit – III: Regulation and Innovations in Banking System: Regulation of Bank Capital: The need to regulate Bank Capital, Concept of Economic Model, Concept of Regulatory Capital, Basel Accords I,II and III; Banking Innovations:-Core Banking Solution, Retail Banking-Products & Services-Nature, Scope, Future and Strategies, Plastic Money, National

Electronic Funds Transfer, ATM, Mobile Banking, M Wallets, Net Banking; Bancassurance; Payment & Settlement systems in Banks – Clearing and Gateways.

Unit – IV: Introduction to Insurance: Definition and nature of Insurance, Role and importance of Insurance, History and Development of Insurance, Risk Management and the Role of Insurance, Features of insurable risk; Principles of insurance; Legal aspects of Insurance Contract, Functions of Insurers, Types of Insurers, Reinsurance, Prospects of Insurance Companies, Overview of IRDA.

Unit – V: Life Insurance and General Insurance: The concept of Life Insurance, Life Insurance Products- Traditional and Market Related, Pension Plans, Group Insurance, Insurance for the underprivileged; Tax treatment of Life Insurance; Claims settlement, Distribution channel- Marketing intermediaries; General insurance types - Health and accident, Motor, Fire, Credit and crop

Suggested Books:

1. Introduction to Banking, Vijayaragavan Iyengar, Excel Books, 2009.
2. Banking and Insurance, O.P. Agarwal, Himalaya Publishing, 2010.
3. Bank Management & Financial Services, Peter.S. Rose & Sylvia. C. Hudgins, Tata McGraw Hill 2010, 7th Edition.
4. Bank Financial Management, IIBF, Macmillan 2010.
5. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2nd Edition.
6. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley, India Edition 2003, 9th Edition
7. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House, 2008
8. Risk Management & Insurance, S. Arunajatesan, T.R. Viswanathan, MacMillan 2009
9. Introduction to Risk Management & Insurance, Mark. S. Dorfman, Prentice-Hall of India Private Limited-2007, 8th Edition.
10. Insurance – Principles and Practice, M.N. Mishra and S.B. Mishra, S. Chand, 16th Edition

Security Analysis & portfolio Management

Course Objectives:

- To enable the student to understand the nuances of stock market structure & operations
- To understand the techniques for decision making on buying or selling of securities
- To understand the factors affecting the prices of different assets and to create an optimum portfolio.
-

Course Outcomes

- explored to different avenues of investment.
- equipped with the knowledge of security analysis.
- apply the concept of portfolio management for the better investment.
- invest in less risk and more return securities.

Course Outline:

Unit 1 Introduction - Meaning of Investment, Characteristics and objectives of Investment, Types of Investment, Investment alternatives – Choice and Evaluation – Risk and return concepts, Risk and return analysis- Efficient Market Hypothesis.

Unit 2 Securities Markets - Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

Unit 2 Fundamental Analysis - Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

Unit 3 Technical Analysis- Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators .

Unit 5 Portfolio Management - Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

Reference Books:

- Security Analysis and Portfolio Management, Bhalla, V.K.-Investment Management,, S. Chand & Co. Ltd.
- Investment Analysis and Portfolio Management, Chandra Prasanna- Tata McGraw Hill, New Delhi.
- Security Analysis and Portfolio Management , Fischer and Jordan- Prentice-Hall.
- Securities Analysis and Portfolio Management, V.A.Avadhan, Himalaya Publishing House.

Derivatives and Risk Management

Course Objectives:

- To understand the concepts related to derivatives markets and gain in-depth knowledge of functioning of derivatives markets.
- To learn the derivatives pricing and application of strategies for financial risk management.
- To acquaint learners with the trading, clearing and settlement mechanism in derivatives markets.

Course Outcomes

- Analyse and price diverse derivatives products to generate an optimal risk management strategy.
- Demonstrate critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice.

Course Outline:

Unit- 1 Derivative- An Introduction : Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives

Unit- 2 Futures Contract: Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

Unit- 3 Options: Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts

Unit- 4 Swaps : Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk

Unit- 5 Derivatives In India : Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and

specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives

Reference Books:

- Derivatives & Risk Management, Rajiv Srivastava, Oxford Publication House.
- Futures and Option Markets, John C. Hull, Pearson Education.
- Risk Management & Derivative, Rene M. Stulz, Cengage.
- Financial Derivatives - An introduction to futures, forwards, options and swaps, Redhead Keith,
- Derivatives and Risk Management ,Varma
- Financial Derivatives- Theory, Concepts and Practice, S.L.Gupta, Prentice Hall Of India

Corporate Valuation and Mergers

Course Objectives:

- To impart basics of corporate valuation.
- To familiarize the students with the standard techniques of corporate valuation
- To learn to make strategic decisions to enhance a company's growth prospects.

Course outcomes

- To analyze mergers and acquisitions of various types,
- To show the ways of capturing the value drivers through mergers and acquisitions
- To achieve skills in evaluation of target companies and the deals' value
- To make decisions on taking strategic investments
- To compose consolidated balance of the merged company
- To find the ways of value growth through integration of merging companies

Course Outline:

Unit 1 Corporate valuation-An Overview-Context of valuation-Approaches to Valuation-Features of the valuation process: Book value approach, Stock and debt approach, discounted cash flow approach, Relative valuation approach, option valuation approach-Features of the valuation process-Corporate valuation in practice.

Unit 2 Enterprise DCF Model-Analysing historical performance-Estimating the cost of Capital-Forecasting performance-Estimating the continuing value-Calculating and interpreting the results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model-Economic profit model-Applicability and Limitations of DCF analysis.

Unit 3 Relative valuation-Steps involved in Relative valuation-Equity valuation multiples-Enterprise valuation multiples-Choice of multiple-Best practices using multiples-Assessment of relative valuation. Other Non DCF Approaches-Book Value approach-Stock and Debt approach-Strategic approach to valuation-Guidelines for corporate valuation.

Unit 4 Advanced issues in valuation-Valuation of companies of different kinds-valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copyrights and licenses; Franchises; Brands.

Unit 5 Value Based Management-Methods and Key premises of VBM-Marakon approach-Alcar approach-Mckinsey approach-Stern Stewart approach-BCG approach-Lessons from the experiences of VBM adopters.

Reference Books:

- Mergers & Acquisitions and Corporate Valuation , Manu Sharma
- Corporate Valuation and Value Creation, Prasanna Chandra, , Tata McGraw Hill.

International Finance

Course Objectives:

- To understand the dynamics underlying the global economic environment, trade policies and barriers, cross-border flows of capital.
- To learn the concepts and process of international finance and foreign exchange markets.

To understand the regulatory framework for financing international operations.

Course Outcomes

- Explain conceptually the organisation of foreign exchange markets.
- Apply simple models of current account dynamics and exchange rates determination.
- Analyse the causes of historical exchange rate movements with reference to the models covered in class.
- Apply the models covered in class to analyse a range of current issues in international finance

Course Outline:

Unit 1 International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy-IMF

Unit 2 Export And Import finance - Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

Unit 3 Forex Management- Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

Unit 4 Documentation in International Trade - Export Trade Documents: Financial Documents – Bill of Exchange- Types of Commercial Documents.

Unit 5 Export Promotion Schemes - Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

Unit 6 International Equity Markets & International Debt Markets: Global depository receipts and American depository receipts, foreign currency convertible bonds, foreign direct investments

and foreign portfolio investments, participatory notes. international bond markets features of foreign bonds, features of euro bonds

Reference Books :

- International Financial Management, Apte P.G., Tata McGraw Hill.
- International Corporate Finance, Jeff Madura, Cengage Learning.
- Multinational Financial Management, Alan C. Shapiro, PHI Learning.
- International Financial Management: An Analytic Framework, Siddaiah.

Specialization : Marketing

Consumer Behaviour

Course Objectives:

- To develop an understanding of the pre and post purchase consumer behaviour
- To develop conceptual insights into key aspects such as social, psychological and other factors that influence consumer behaviour.
- To enable to establish the relevance of consumer behaviour theories and concepts to marketing decisions

Course out comes

- Acquaintance with the fundamental concepts of Consumer Behaviour
- 2: Familiarity of the approaches to the study of Consumer Behaviour
- 3: Knowledge of Comprehensive models of consumer decision process

Course Outline:

Unit 1. Consumer - Meaning and definition, Significance of Consumer, Distinction between Consumer and Customer, Buyers and Users - Development Marketing Concept - Consumer Behaviour Applications in Marketing.

Unit 2 Consumer Motivation - Maslow's Hierarchy of needs – Frued's theory of Motivation - Consumer Personality: Trait Theory - Consumer Perceptions - Stimulus Factors - Expectations - Consumer Attitudes: Utilitarian Functions – Attitude Models.

Unit 3 Consumer Decision Process I - major factors influencing Consumer Buying Behaviour:- Buyer, Product, Seller, Situational, Cultural, Social, Personal and Psychological Characteristics - Decision Models - Case of Purchase of Microwave Oven – understanding the Women.

Unit 4 Consumer Decision Process II– Post Purchase Behaviour; Post Purchase Dissonance – Dissatisfaction Responses; Implications for Marketers – Ideal Product Model – Case of Whirl Pool

Unit 5 Organizational Buyer Behaviour - Buyer Characteristics – Factors Influencing Organization of Buyer – Organizational Buyer Decision and the Process – Performance Evaluation – Case of Satyam Plastics.

Reference Books:

- Consumer Behaviour and Marketing Action. Assael, H. Ohio, South Western.
- Consumer Behaviour. Engle, J F.etc.Chicago, Dryden Press.
- Consumer Behaviour, Bennet and Kassarian, Prentice Hall of India, New Delhi
- Consumer Behaviour, Michael R. Solomon, PHI Learning Private Limited, New Delhi
- Consumer Behaviour, Ramanuj Majumdar, Prentice Hall of India, New Delhi,
- Consumer Behaviour,: Concepts And Applications, Loudon and Della Bitta,Tata McGraw Hill. New Delhi,

Sales & Distribution Management

Course Objectives:

- To able to define Marketing Channels and Functions.
- To able to analyzes the Sales Force, Recruitment, selection and training the sales force.
- To able to prepare & execute Sales Planning and Sales Forecasting & Budgeting, Sales Quotas and Targets.

Course out comes

- Understanding of the various roles, responsibilities and policies of sales function
- 2: Ability to design and implement various channel strategies
- 3: Understanding to manage, motivate and lead sales force.

Course Outline:

Unit 1 Nature and Scope of Sales Management - Objectives and functions of Sales management; Prospecting for customers; Modes of sales presentation, Designing and delivering of sales presentation; Recruiting and selecting Sales Personnel – Methods and administering selection procedures.

Unit 2 Developing Sales Training Programmes - Executing and Evaluating sales training programmes; Motivating Sales Personnel; Compensating sales personnel, Designing and Administering various Compensation Plans; Controlling Sales personnel and managing sales evaluation programmes, Comparing standards with actual performances of sales personnel.

Unit 3 Objective and Types of Quotas - Quota setting procedure, administering the quota system; Designing Sales Territories and Allocating Sales efforts to sales territories, An Overview of Marketing Channels; Structure, Functions and Relationships of channels of Distribution.

Unit 4 Channel Dynamics - Channel Planning and organizational Patterns in Marketing Channels; Channel Design Process and Channel Management Decisions.

Unit 5 Channel Intermediaries - Role and Types; Wholesaling- Types of Wholesalers, Wholesaler marketing decisions; Retailing- Types of retailers, retailer marketing decisions;

Market Logistics- Logistics objectives, Market logistics decisions for Distribution Channels; Role of Information System in Distribution Channel Management; Assessing Performance of Marketing Channels.

Reference Books:

- Sales management, Tanner, J; Honeycutt ED; Erffmeyer Robert C, Pearson Education.
- Sales Management, Anderson, R. Professional. Englewood Cliff, New Jersey, Prentice Hall Inc.
- Professional Personal Selling, Anderson, R. Englewood Cliff, New Jersey, Prentice Hall Inc.
- Management of Sales Force, Buskirk, R H and Stanton, W J. Homewood Illonois, Richard D Irwin.

Services Marketing

Course Objectives:

- To understand the marketing Concept, Strategies and Practices in Services.
- To help students to understand application of the concepts to various industries in service sector.

Course Outcomes

- To enhance knowledge about emerging issues and trends in the service sector. Understanding the expanded marketing mix and service characteristics.
- Compute service quality using service quality models
- To familiar with customer expectation and customer perceptions.

Course Outline:

Unit1 Services Marketing - Meaning and Concept – Characteristics of Services – Services Management – Growth of Services Sector with reference to India – Goods versus Services – LPG Syndrome.

Unit 2 Services Strategy – Strategic planning process – market oriented service strategy – the service triangle - Services marketing mix – Strategy implementation and Control.

Unit 3 Managing physical evidence – physical evidence – Service Scape – Role of evidence in services marketing – guidelines for physical evidence strategies.

Unit 4 Customer Relationship Management – Meaning - traditional marketing vs relationship marketing – marketing of relationship – CRM in Marketing – Successful approaches to CRM.

Unit 5 : Application of Service Marketing : Application of Service Marketing to banks, Hospitals, Educational Institutions and Tourism.

Reference Books:

- Services Marketing by Lovelock, Wirtz & Chatterjee
- Services Marketing –Zeithamal V., M. J. Bitner and D.Gremeler
- Services Marketing , K.Rama Mohan Rao, Pearson Education .
- Services Marketing and Management, S., Dr. B. Balaji, Chand publishers .
- Services Marketing Text & Cases, Harsh V. Verma, Pearson Education in South Asia

Product & Brand Management

Course Objectives:

- To understand the key issues in Product and Brand Management.
- To understand competition at product level as well as brand level.
- To expose and sensitize the students with the practices of product and brand management.

Course Outcomes

- To learn fundamentals of Product and Brand Management
- To understand principles of Branding, role of brands, elements and components of brands, brand equity etc.
- To understand implications of planning, implementing and evaluating Branding Strategies

Course Outline:

Unit 1 Introduction to Product - Competition & Product Strategy, product in theory & in practice, Product life cycle, product portfolio

Unit 2 Product Management & New Product Development - New product development process, New product strategy, commercialization, managing Growth, Managing the mature product.

Unit 3 Branding & Brand Manage To learn fundamentals of Product and Brand Management
2: To understand principles of Branding, role of brands, elements and components of brands, brand equity etc.
3. To understand implications of planning, implementing and evaluating Branding Strategies

ment - The concept of Brand Equity, Creating brands in a competitive market, Brand Positioning and Brand Associations, Using Brand Elements to create brand equity, Leveraging Secondary Brand Associations

Unit 4 Growing and Sustaining Brand Equity - Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and Geographic boundaries. Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches

Unit 5 Brand rejuvenation and re-launch - brand development through acquisition takes over and merger – Monitoring brand performance over the product life cycle. Co-branding. Designing and implementing branding strategies – Case studies.

Reference Books:

- Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.
- Brand Management by David Aaker, Tat McGraw Hill.
- Managing Brand Equity, Aaker, David, A., New York, Free Press.
- Brand Management-Indian Perspective, YLR Murthy, Vikas Publishing.
- Brand Management, H. V. Verma, New Delhi: Excel Books.

Integrated Marketing Communications

Course Objectives:

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

Course Outcomes

- To understand a company and its marketing communications activities
- To be able to identify a range of media and methods available to marketers
- To gain ideas of Marketing Communications theories and concepts

Course Outline:

Unit 1 Role of IMC in marketing process - IMC planning model, Marketing and promotion processmodel. Communication process, steps involved in developing IMC programme, Effectiveness ofmarketing communications Purpose, Role, Functions, Types, Advertising Vs Marketing mix,Advertising appeal in various stages of PLC.

Unit 2 Advertising Agency - Type of agencies, Services offered by various agencies, Criteria forselecting the agencies and evaluation.

Unit 3 Advertising objectives and Budgeting - Goal setting – DAGMAR approach, various budgeting methods used.

Unit 4 Media planning- Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

Unit 5 Direct Marketing - Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

Reference Books:

- Advertising Management, JaishriJethwaney & Shruti Jain, Oxford University Press.
- Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill.
- Advertising Management, Aakar, Batra and Myers, Prentice.
- Advertising & Promotions, S H Kazmi and Satish K Batra, Excel.

Specialization : Human Resource

HR Planning , Recruitment & Selection

Course Objectives:

- To familiarize the students with the basic concepts, tools and techniques of work study
- To assess the human resources requirements quantitatively.
- To provide the students recruitment and knowledge of the process.

Course Outcomes

- Describe the steps in the workforce planning process
- Explain the purpose and elements of job descriptions
- Discuss the recruitment process
- Discuss recruiting sources
- Discuss how to avoid discrimination in the recruiting process
- Discuss the selection process

Course Outline:

Unit 1 Manpower Planning and Resourcing: Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives.

Unit 2 Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting.

Unit 3 Role of Human Resource in Manpower Planning: Introduction, Inputs provided by HR for manpower planning, Key human resource elements.

Unit 4 Human Resource Accounting: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA , Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India.

Unit 5 Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in Manpower Planning, Sample Manpower Plan.

Unit 6 Sourcing & Recruitment: Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications.

Reference Books:

- Recruitment and selection, Vanita Rane, Himalayan Publications.
- Strategic HRM by Mabey and Salama .
- Development Human Resources by Mabey and Thompson .
- Human Resource Information System: Development and Application by Kavanagh.

Training & Development

Course Objectives:

- To provide the students, basic knowledge about the T & D concepts
- To orient the students to tailor themselves to meet the specific needs of the organisations in training and development activities
- To provide information about the prevailing T & D system in India

Course Outcomes

- To develop an understanding of the evolution of Training & Development as a Strategic Function
- To understand the concept of Training audit & training evaluation
- To learn how to design a training module and execute it
- To understand the concept of Learning Organisation and Its Benefits

Course Outline:

Unit - 1 : Training: Introduction - Conceptual framework of training - approaches on training - Difference between Training and Development - Training and applied psychology - principles of training - Learning and skills acquisition - Transfer and retention of skills - Training practices in India - Practices in PSU - Practices in Pvt. companies.

Unit - 2 : Need for Training - Methods of Identification of Training needs - Training policy - Planning and organising the training programmes - Methods of Training - supervisory Development Programmes (SDP) - Techniques of SDP - Training and education for operative personnel skill training, National Apprenticeship Training - Evaluation of the training centre.

Unit - 3 : Management Development (MD) and Organizational Development (OD) - Difference between MD and OD - Aims and objectives of MD and OD - Methods of MD -OD interventions - Succession Planning and Career development.

Unit - 4 Professional bodies for Management Education and Training - AIMA, NIPM, ISTD, IIMS, School of Management Studies, NPC, NITIE and ASCI - Training and TQM and ISO 9000 - Training Aids - Types of aids and Audio visual aids - Budget Estimation on Training.

Unit - 5 : Role of Computers in Training - Training needs of 21st century.

Reference Books:

- Training Research and Practice - John Patrick
- Management development and training handbook- Taylor & G.Lippitt
- Handbook of Training Methodology and Management - Paul Choudhry
- A Handbook of Training - Martin Stone

Performance Management

Course Objectives:

- To equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organisations.
- To develop appreciation and skills essential for designing and instituting effective performance management systems.
- To provide information about the prevailing performance management system in India.

Course Outcomes

- Understand and apply performance management processes.
- Manage underperformance using a defined performance improvement process.
- Provide effective and regular feedback on performance.
- Set clear expectations that improve performance and productivity.

Course Outline:

Unit 1 Performance Appraisal – A Conceptual Framework, Concept & Definitions of performance appraisal, Objectives of performance appraisal and Process of performance Appraisal

Unit 2 Concept of performance management - Process & elements Of performance management. Behavioral Performance Management, Learning Theories; Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral

Unit 3 Performance Management or OB Mod - Potential Appraisal & HRD - Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, D Mechanisms and HRD outcomes.

Unit 4 Performance Planning & Measuring Performance - Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches &: tools to measure organizational performance, Traditional and modern performance appraisal methods.

Unit 5 Competency Analysis and Competency Mapping - Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping ; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees.

Reference Books:

- Performance Appraisal, A.S.Kohli and Tapomoy Deb, OUP, New Delhi.
- Human Resource Management, Tanuja Agarwala, Strategic, OUP, New Delhi.
- Performance Management, Prem Chadha, Macmillan India, New Delhi.
- Appraising and Developing Managerial Performance, T.V.Rao, TV Rao Learning Systems Pvt Limited, Excel Books,

Strategic HRM

Course Objectives:

- To develop in depth understanding of the strategic role performed by HR in business organisation
- To gain insight of the alignment between different HR systems and practices and organisation outcomes.
- To develop skills essential managing the issues with vertical integration of HR Strategy with Business Strategy as well as the horizontal integration of various HR function

Course Outcomes

- Identify the key HRM functions and operations;
- Define, explain, illustrate and reason with the key human resource management concepts;
- Identify the linkages between HRM functions and operations and organisational strategies, structures and culture;
- Reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM; and
- Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.

Course Outline:

Unit 1 Understanding Strategic HRM - Traditional vs. strategic HR, Typology of HR activities, “best fit” approach vs. “best practice” approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices, investment perspective of human resources. Aligning HR systems with business strategy:

Unit 2 Sustained competitive advantage - how HR adds value to the firm - HR as scarce resource – non-substitutable resource, linking HRM practices to organizational outcomes – assessing and reducing costs – behavioral impact of HR practices – marginal utility models – auditing HR practices and department, linking strategy to HRM practices – corporate HR philosophy and companywide HR standards – HRM leading strategy formulation, alternative HR systems – universalistic – contingency – on figurational, congruence and integrated HR systems.

Unit 3 HR Strategy in work force utilization - Efficient utilization of human resource – cross training and flexible work assignment – work teams – non unionization, strategies for employee

shortages, strategies for employee surpluses. Strategies for performance and development: Typology of performance types – marginal performers – under achievers – stars – solid citizens, managing employee ability – recruitment and selection strategy typology, incentive alignment, psychological contracting.

Unit 4 Evaluating HR Function- Overview of evaluation – scope – strategic impact – level of analysis – criteria – level of constituents – ethical dimensions, approaches to evaluation – audit approach – analytical approach – quantitative and qualitative measures – out come and process criteria, balanced score card perspective, bench marking,

Unit 5 Accounting for HRM – purpose of measuring cost and benefits of HRM – approaches to HRM performances – employee wastage and turnover rates – cost of absenteeism – measuring human resource cost. HR Score card: HR as a strategic partner and measurement challenge, seven step model for implementing HR strategic role, creating an HR score card, measuring HR alignment – two dimensions of alignment – assessing internal and external alignment – systems alignment map.

Reference Books:

- Human resource Management, Tanuja Agarwala, Strategic, OUP, New Delhi.
- Strategic Human resource Management, Truss, Mankin, and Kellige, OUP, New Delhi,
- Human Resource Development, Randy L. Desimone, Jon M. Werner – David M. Mathis, Cengage Learning.
- Strategic Human Resource Management, Paul Boselie. Tata McGraw Hill.

International Human Resource Management

Course Objectives:

- Identify and Understand issues and practices pertaining to the major HRM functions within the context of a multinational environment
- Recognize and value cultural differences
- Describe the cultural differences

Course Outcomes

- Develop successful programs for international assignees (short term/long term)
- Become an expert in a particular country with regard to issues and practices pertaining to major HRM functions
- Take ownership of their own career and its development
- Evaluate “best practices” across cultures

Course Outline:

Unit 1 Defining international HRM - Difference between domestic and International HRM, Organizational Structure in MNC, International staffing, The role of an expatriates, The role of non expatriates, The role of the corporate HR functions.

Unit 2 Recruiting and selecting staff for International assignments- Introduction, Issues in staff selection Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments.

Unit 3 Compensation - Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity.

Unit 4 Performance Management - Introduction, performance management of International employees, performance appraisal of International employees.

Unit 5 Industrial Relations in International Context - Managing people in International Context, case studies.

Reference Books:

- International Human Resource Management – Text and Cases P. L. Rao, Excel Books
- International Human Resource Management, Peter Dowling and Denise Welch, Cengage Learning.
- International Human Resource Management, Tony Edwards, Pearson Education.
- Global Human Growth Model, M.N Rudrabasavaraj, Himalaya.
- International Human Resource Management- Text and Cases, K. Aswathappa , Tata McGraw Hill Publishing Company Ltd

Specialization : IT

Enterprise Resource Planning

Course Objectives:

- To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.
- To focus on a strong emphasis upon practice of theory in Applications and Practical-oriented approach.
- To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
- To aim at preparing the students technological competitive and make them ready to self-upgrade with the higher technical skills.

Course Outcomes

- Make basic use of Enterprise software, and its role in integrating business functions
- Analyze the strategic options for ERP identification and adoption.
- Design the ERP implementation strategies.
- Create reengineered business processes for successful ERP implementation.

Course Outline:

Unit 1- Enterprise: Overview of Enterprise Resources & Business Functions, Classifications of Business Processes, Business Process Management System; Information: Characteristics and Value of information in enterprise; Information System: Components of an Information System, Characteristics and uses of Decision Support System, Executive Information System & Management Information System; Business Process Modeling: Automation and Structuring of Business Processes, Business Process Reengineering (BPR). Cross Functional and Integrated Enterprise Systems; Case Studies

Unit 2 -Enterprise Systems and Enterprise Resources Planning (ERP): Characteristics of Enterprise Systems, Enterprise Applications and ERP, Evolution of ERP System, Benefits of an ERP System; ERP Related Technologies: Database & Data Warehouse, Data Mining, On-Line Analytical Processing, Workflow Management Systems. Case Studies

Unit 3- ERP Modules: Finance, Production planning, Sales & Distribution, Human resource management

(HRM), Inventory Control System, Quality Management, ERP in Supply Chain Management and Customer Relationship Management. ERP Solutions in the markets and ERP Domains: Sector specific ERP Solutions, Introduction and Characteristics of SAP, BAAN and Oracle ERP. Case Studies

Unit 4 -ERP and Value Chain: Impacts of ERP on Value Chain (Porter's Value Chain Model), Competitive Advantages of ERP; Future Directions in ERP: New Trends in ERP, ERP to ERP II, ERP and e-business, SOA Factors in ERP; ERP Implementation: Evaluation and Selection of ERP Package, Project Planning, Testing & End User's Training, Post Evaluation and Maintenance, Issues and Challenges in ERP Implementation, Latest ERP Implementation Methodologies; Case Studies

Unit 5 -ERP Project Team: Composition, Organization and Working of ERP Implementation Team, Success and Failure Factors in ERP Project. Post ERP Implementation: Organizational Change Management, Post Implementation Review, Post Implementation Support, ERP Security. Case Studies

Reference Books:

- RP in practice – Vaman - TMH
- Daniel E.O'Leary, Enterprise Resource Planning Systems, Cambridge University Press, 2002.
- Ellen Monk, Bret Wagner, Concepts in Enterprise resource planning, Cengage learning, Third edition, 2009.

Software Project Management

Course Objective:

- Prescribe the conventional and evolution of software.
- Resolve the process of managing a software from conventional to modern.
- Analyze the architecture of a model based software and the process flow.
- Describe the process automation, process management and its discriminants.
- Review the economics for the next generation software.

Course Outcomes

- Analyze and design the software architecture.
- Have an exposure for organizing and managing a software project.
- Apply, analyze, design and develop the software project.
- Design various estimation levels of cost and effort.
- Acquire the knowledge of managing, economics for conventional, modern and future software projects.

Course Outline:

Unit I: Introduction to Software Project Management:

Project definition, Importance of software project management, software project versus other types, activities covered by software project management, categorizing software products, overview of project planning, step wise project planning

Unit II: Project Evaluation and cost estimation

Strategic Assessment – Technical Assessment – Cost Benefit Analysis –Cash Flow Forecasting – Cost Benefit Evaluation Techniques – Risk Evaluation.– Basics of Software estimation – Effort and Cost estimation techniques – COSMIC Full function points - COCOMO II-a Parametric Productivity Model - Staffing Pattern.

Unit III: Activity Planning

Objectives of Activity planning – Project schedules – Activities – Sequencing and scheduling – Network Planning models – Forward Pass & Backward Pass techniques – Critical path (CRM) method– Risk identification – Assessment – Monitoring – PERT technique – Monte Carlo simulation, Resource Allocation – Creation of critical patterns – Cost schedules.

Unit IV: Project Management and Control

Framework for Management and control – Collection of data, Project termination – Visualizing progress – Cost monitoring – Earned Value Analysis- Project tracking – Change control- Software - Configuration Management – Managing contracts – Contract Management.

Unit V: Staffing In Software Projects

Managing people – Organizational behavior – Best methods of staff selection – Motivation – The Oldham-Hackman job characteristic model – Ethical and Programmed concerns – Working in teams –Decision making – Team structures – Virtual teams – Communications genres –Communication plans.

Reference Books:

- Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management – Fifth Edition, TataMcGraw Hill, New Delhi, 2012
- Robert K. Wysocki “Effective Software Project Management” – Wiley Publication,2011.
- Walker Royce: “Software Project Management”- Addison-Wesley, 1998.
- Gopalaswamy Ramesh, “Managing Global Software Projects” – McGraw Hill Education(India),Fourteenth Reprint 2013.
- Jalote, “Software Project Management in Practice”, Pearson Education, 2002.

E-Commerce

Course Objectives:

- Understand the basic concepts and technologies used in the field of management informationsystems;
- Have the knowledge of the different types of management information systems;
- Understand the processes of developing and implementing information systems;
- Be aware of the ethical, social, and security issues of information system

Course Outcomes

- Impart the students with higher level knowledge and understanding of contemporary trends in e-commerce and business finance.
- To provide adequate knowledge and understanding about E-Com practices to the students.
- Learners will be able to recognize features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making.

Course Outline:

Unit 1- Growth and potential of Internet: History of Web and Internet, Milestones and Latest Trends, Values of Internet for Business; Website Planning: Strategies and Approaches, Adding Website profiles, Demographics, Visitors ,Traffic sources, Content, Setting goals and Custom, Sitemap, Diagnostics for errors; Web Protocols & Technologies: WWW, FTP, HTTP, Search Engine, Social Networking and Analytics. Case Studies

Unit 2 -Web Commerce: Definitions, Scope and Significance of Web Commerce, Emerging trends in Web Commerce; Web Commerce Business Models: Business to Consumer (B2C), Business to Business (B2B), Consumer to Consumer (C2C), Peer to Peer business model, m-Commerce business model, E – Governance (G2C, G2B, G2G); Case Studies

Unit 3 -e – Marketing and Trade: Understanding Internet Audience and Online consumer behavior, Internet Marketing Technologies, e – retailing, Online Market Research, Online Marketing Communications Online Advertising, Online Branding Strategies, Online Pricing Strategies; e - Customer Relationship Management: Characteristics,Strategies and Technologies; Case Studies

Unit 4 -Online Payment System: Online Banking, Advantages and Limitations, Mobile Banking, Concept of Digital cash and Plastic money, Debit and Credit cards; Security Aspects of

Electronic Payment Systems: Security Threats in Online Environment, Elements of good Ecommerce Security, E-commerce Security Plan; Case Studies

Unit 5 -Web Page Designing: Introduction to HTML & CSS, Software for Webpage Development, Technologies for using Image, Audio and Videos in Webpage, Implementing Table, Frames and Form Elements; Website Publishing: Domain Registration, Hosting a website, Maintenance & Updation,

Reference Books:

- E -Commerce- The cutting edge of business by Kamlesh K. Bajaj, TMH
- E-Commerce-Strategy, Technologies & Applications by David Whitley, TMH
- Global Electronic Commerce- Theory and Case Studies by J. Christopher Westl and Theodore H. K Clark, University Pre

Information Security

Course Objectives

- This course focusses on the models, tools, and techniques for enforcement of security with some emphasis on the use of cryptography.
- Students will learn security from multiple perspectives.
- students will be able to develop basic understanding of security, cryptography, system attacks and defences against them.

Course Outcomes

- define what information is
- appreciate the value of information to the modern organisation
- understand the CIA triad of Confidentiality, Integrity and Availability
- appreciate the difficulties that arise when valuable information needs to be shared
- identify the five leading-edge resources that have up-to-date information on information security.

Course Outline:

Unit 1 -Systems: Concept & Characteristics of a System, Elements of System, Types of Systems, Information Management and Information System. System Development Life Cycle: Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance. Case Studies

Unit 2 -Systems Planning and Investigation: Basis for Planning in Systems Analysis, Dimensions of Planning, Initial Investigation, Needs Identification. Case Studies

Unit 3 -Requirement Specification: Determining the User's Information Requirements, System Requirement Specification. Feasibility Analysis: Study and Considerations in Feasibility Analysis, Feasibility Report. Case Studies

Unit 4 -Tools of Structured Analysis: Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary; Process Modeling: Structured English, Decision Tree & Decision Table; Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

Unit 5 -Information Security: Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet; Security Risk Management: Intrusion Detection, Disaster Recovery Plan, Cryptography, Authentication, Information Security Policy, Creating a secure environment, Internet Security Standards

Reference Books

- John Vacca, Managing Information Security, 2 nd Edition, Syngress, 2014.
- Adam Shostack, Threat Modeling, Designing for Security, John Wiley and Sons, 2014.
- David Challener, Kent Yoder, Ryan Catherman, David Safford, Leendert Van Doorn , A Practical Guide to Trusted Computing, Pearson Education, 2007
- Nina Godbole, Information Systems Security: Security Management, Metrics, Frameworks and BestPractices, First Edition, Wiley India Pvt Ltd, 2008.
- Michael Whitman and Herbert Mattord, Management of Information Security, Fourth Edition, Cengage Learning, 2014.

Cloud Computing for Business

Course Objectives

- Understand the concepts, characteristics, delivery models and benefits of cloud computing
- Understand the key security and compliance challenges of cloud computing
- Understand the key technical and organisational challenges
- Understand the different characteristics of public, private and hybrid cloud deployment models.

Course Outcomes

- : Understand the importance of virtualization in distributed computing and how this has enabled the development of Cloud Computing. :
- Analyze the performance of Cloud Computing.
- Understand the concept of Cloud Security
- : Learn the Concept of Cloud Infrastructure Model.

Course Outline:

Unit 1- Cloud computing: Introduction, Evolution and Cloud Market:

Technological Influences for Cloud Computing: Universal Connectivity, Excess Capacity, Open Source Software. Technology & Service Models for cloud computing: IaAS, PaAS & SaAS.

Unit 2 -Cloud Deployment Models: Public, Community, Private & Hybrid Models, Approaches for Migrating to Cloud. Information Assurance and Data Protection: Phases in Information Lifecycle and Key Challenges in Data Lifecycle Security. Data centre: Concept its Operations, Data centre Security Recommendations. Case Studies

Unit 3 -Enterprise Risk Management: Information security governance processes, Enterprise risk management in cloud computing, Enterprise risk management recommendations. Case Studies

Unit 4 -Security: Cyber Threats in Cloud Computing, Application Security Web Application, Attack methods, Web Application Security, Application Security Layer, Security Solutions, Virtualization: Hardware virtualization, Software virtualization, Memory virtualization, Storage virtualization, Data virtualization, Network virtualization, Virtualization security recommendations

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Unit 5 -Cloud Computing for Business: Organisational Readiness for Cloud, Business Advantages of Cloud Computing, Traditional Vs Cloud Based Business Solutions, Designing Cloud Based Business Solutions, Business Models for Engaging Cloud Vendors, Issues and Challenges in Cloud based Business Models.

Reference Books

- Cloud Computing: Raj Kumar Buyya , James Broberg, andrzej Goscinski, 2013 Wiley
- Mastering Cloud Computing: Raj Kumar buyya, Christian Vecchiola, selvi-2013.
- Cloud Computing: Arshdeep Bahga, Vijay Madisetti, 2014, University Press.
- Cloud computing: Dr Kumar Saurab Wiley India 2011.
- Code in the Cloud: Mark C. Chu-Carroll 2011, SPD. (Second part of IV UNIT)
- Essentials of cloud computing: K Chandrasekharan, CRC Press.
- Cloud Computing: John W. Rittinghouse, James Ransome, CRC Press.
- Cloud Security and Privacy: Mather, Kumara swamy and Latif. 2011. SPD, Oreilly.
- Virtualization Security: Dave shackleford 2013. SYBEX a wiley Brand.
- Cloud Computing Bible: Sosinsky 2012. Wiley India.