



**PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)**

**(Estd. under the Panjab University Act VII of 1947-enacted by the Govt.  
of India)**

**FACULTY OF BUSINESS MANAGEMENT AND COMMERCE**

**OUTLINES OF TESTS SYLLABI AND COURSES OF READING**

**FOR**

**MASTER OF BUSINESS ADMINISTRATION  
(ENTREPRENEURSHIP)**

**For the Session 2022-23**

**UNDER**

**HONOURS SCHOOL SYSTEM**

**AT**

**UNIVERSITY BUSINESS SCHOOL ONLY**

**SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (ENTREPRENEURSHIP)  
(MBA-EP) FOR THE EXAMINATION UNDER HONOURS SCHOOL SYSTEM – FOR  
THE SESSION 2022-2023 AT THE UNIVERSITY BUSINESS SCHOOL, PANJAB  
UNIVERSITY, CHANDIGARH.**

*Note:*

1. Examination in each subject will be of 3 hours duration except for Strategic Management (MBAEP7101).
2. The duration of Strategic Management (MBAEP7101) will be 4 hours.
3. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

**Instructions to the paper setters: (Except for MBAEP7101: Strategic Management).**

*IF THERE ARE TWO UNITS:* Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

*IF THERE ARE FOUR UNITS:* Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

*N.B:* Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

**SCHEME OF EXAMINATION FOR  
MBA (ENTREPRENEURSHIP)**

<b>Subject Code</b>	<b>Paper Title</b>	<b>Marks</b>
<b>FIRST SEMESTER</b>		
MBAEP6101	BUSINESS ECONOMICS	100
MBAEP6102	BUSINESS STATISTICS	100
MBAEP6103	MANAGEMENT ACCOUNTING	100
MBAEP6104	ORGANISATIONAL BEHAVIOUR	100
MBAEP6105	MARKETING MANAGEMENT	100
MBAEP6106	WORKSHOP ON BUSINESS COMPUTING	50
MBAEP6108	WORKSHOP ON BUSINESS RESEARCH	50
<b>TOTAL</b>		<b>600</b>
<b>SECOND SEMESTER</b>		
MBAEP6201	BUSINESS ENVIRONMENT	100
MBAEP6202	HUMAN RESOURCE MANAGEMENT	100
MBAEP6203	OPERATIONS MANAGEMENT	100
MBAEP6204	FINANCIAL MANAGEMENT	100
MBAEP6205	LEGAL ASPECT OF BUSINESS	100
MBAEP6207	SUMMER TRAINING REPORT AND VIVA-VOCE*	100
MBAEP6208	COMPREHENSIVE VIVA-VOCE**	100
MBAEP6209	WORKSHOP ON BUSINESS COMMUNICATION	50
MBAEP6210	WORKSHOP ON MULTIVARIATE STATISTICAL TECHNIQUES	50
<b>TOTAL</b>		<b>800</b>

\* At the end of the examination of 2<sup>nd</sup> Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3<sup>rd</sup> Semester.

\*\* Comprehensive Viva-Voce of 2<sup>nd</sup> Semester would be based on papers taught in 1<sup>st</sup> and 2<sup>nd</sup> Semester.

### **THIRD SEMESTER<sup>#</sup>**

MBAEP7101	STRATEGIC MANAGEMENT	100
STUDENTS ARE TO OPT FOR AT LEAST THREE PAPERS OUT OF FOLLOWING PAPERS OFFERED. AND TWO PAPERS FROM DIFFERENT GROUPS OFFERED SELECTING AT LEAST ONE PAPER FROM ANY TWO OF THE GROUPS:-		
MBAEP7111	ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT	100
MBAEP7112	ENTREPRENEURIAL FINANCE	100
MBAEP7113	INFRASTRUCTURE AND PROJECT FINANCE	100
MBAEP7114	TAX PLANNING FOR ENTREPRENEURS	100
MBAEP7115	INVESTING IN PRIVATE EQUITY	100
MBAEP7116	MARKETING FOR ENTREPRENEURSHIP	100
MBAEP7117	LEGAL AND GOVERNMENT POLICY CONSIDERATIONS IN NEW ENTERPRISE	100
<b>GROUP A: FINANCE</b>		
MBAEP7121	INVESTMENT MANAGEMENT	100
MBAEP7122	MANAGEMENT CONTROL SYSTEMS	100
MBAEP7123	PROJECT PLANNING, ANALYSIS AND MANAGEMENT	100
<b>GROUP B: INFORMATION TECHNOLOGY &amp; OPERATIONS MANAGEMENT</b>		
MBAEP7131	PRODUCT INNOVATION IN TECHNOLOGY BUSINESS	100
MBAEP7132	BUSINESS PROCESS RE-ENGINEERING	100
MBAEP7133	INTEGRATING E-SYSTEMS AND GLOBAL INFORMATION SYSTEMS	100
<b>GROUP C: MARKETING</b>		
MBAEP7141	MARKETING RESEARCH AND PRODUCT MANAGEMENT	100
MBAEP7142	DATA ANALYTICS FOR BUSINESS	100
MBAEP7143	DIGITAL MARKETING AND RETAIL MANAGEMENT	100
<b>TOTAL</b>		<b>600</b>

## FOURTH SEMESTER<sup>#</sup>

MBAEP7203	COMPREHENSIVE VIVA-VOCE <sup>****</sup>	100
MBAEP7204	HUMAN VALUES AND BUSINESS ETHICS	100
MBAEP7205	MAJOR PROJECT <sup>#</sup>	100
MBAEP7206	WORKSHOP ON BUSINESS PLANNING <sup>***</sup>	50
STUDENTS ARE REQUIRED TO SELECT ANY TWO OUT OF THE FOLLOWING PAPERS OFFERED. IN ADDITION, THE STUDENTS WOULD CONTINUE WITH THE TWO GROUPS OPTED BY THEM IN THIRD SEMESTER. AND FURTHER IN EACH GROUP OPTED BY THEM THEY ARE TO OPT FOR AT LEAST ONE PAPER OUT OF THE PAPERS OFFERED.		
MBAEP7211	MANAGING STRATEGIC IMPLEMENTATION AND BUSINESS TRANSFORMATION	100
MBAEP7212	MANAGING TEAMS	100
MBAEP7213	MANAGING GLOBAL ENTERPRISE	100
MBAEP7214	ORGANISATION STRUCTURE AND DESIGN	100
<b>GROUP A: FINANCE</b>		
MBAEP7221	STRATEGIC COST MANAGEMENT	100
MBAEP7222	INTERNATIONAL FINANCIAL MANAGEMENT	100
MBAEP7223	BEHAVIORAL FINANCE	100
MBAEP7224	CORPORATE GOVERNANCE	100
<b>GROUP B: INFORMATION TECHNOLOGY AND OPERATIONS MANAGEMENT</b>		
MBAEP7231	KNOWLEDGE MANAGEMENT	100
MBAEP7232	MANAGEMENT OF TECHNOLOGY	100
MBAEP7233	BUSINESS INTELLIGENCE	100
MBAEP7234	TOTAL QUALITY MANAGEMENT	100
<b>GROUP C: MARKETING</b>		
MBAEP7241	MARKETING OF SERVICES	100
MBAEP7242	WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE	100
MBAEP7243	CUSTOMER RELATIONSHIP MANAGEMENT AND SALES MANAGEMENT	100
MBAEP7244	APPLICATION OF ACCOUNTING AND FINANCE IN MARKETING	100
<b>TOTAL</b>		<b>750</b>

---

<sup>\*\*\*\*</sup> Comprehensive Viva-Voce of the 4<sup>th</sup> Semester would be based on papers taught in 3<sup>rd</sup> and 4<sup>th</sup> Semester.

<sup>\*\*\*</sup> The Workshop on Business planning shall commence in the third semester and final marks would be awarded in the fourth semester.

<sup>#</sup> Students would be expected undertake assignments/projects related to Entrepreneurship in the different subjects taught to them in Third and Fourth Semester.

<sup>#</sup> Major Project would commence in Third Semester, but final marks would be awarded in Fourth Semester.

## **FIRST SEMESTER**

### **MBAEP6101: BUSINESS ECONOMICS**

**Objective:** The objective of this course is to equip the students with basic knowledge of the concepts and tools of economic analysis as relevant for business decision making.

#### **UNIT I**

Nature and scope of business economics, concepts of economics and managerial decision making, demand theory and techniques for demand estimation, demand forecasting. Production function for single product, production function for multiple products, empirical evidence on the shape of cost curves, relevance of cost theories in business decision-making.

#### **UNIT II**

Market structure and degree of competition, profit maximization, price and output determination in the short-run and long run: in perfect competition, monopoly, monopolistic competition and oligopoly.

#### **UNIT III**

Utility analysis : types of utility, relationship between total utility and marginal utility, critical appraisal of law of diminishing marginal utility, explanation of law of equi-marginal utility, derivation of demand curve with the help of utility analysis, validity of utility analysis in modern times.

#### **UNIT IV**

Keynesian analysis: Keynesian theory of employment, consumption function, investment function, multiplier, relevance of Keynesian economics after 1936.

#### **References**

1. Ahuja, H.L., *Advanced Economics Theory*, S.Chand Group.
2. Browning, E.K. and Browning, J.M., *Micro Economic Theory and Applications*, John Wiley & Sons
3. Dean, J., *Managerial Economics*, Prentice Hall
4. Duncan, W.R. and Crook, J.N., *Managerial Economics*, Pearson Education
5. Koutsoyiannis, A., *Modern Micro-Economics*, Macmillan
6. Paul, S., Gupta, G. and Mote, V., *Managerial Economics*, Tata McGraw Hill
7. Varshney, R.L. and Maheshwari, K.L., *Managerial Economics*, Sultan Chand & Sons
8. Shapiro, E., *Macro Economics*, Galgotia Publishers.

## **MBAEP6102: BUSINESS STATISTICS**

**Objective:** The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making

### **UNIT-I**

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations, types of measures, skewness-meaning and co-efficient of skewness. Kurtosis. Index Numbers: Definition and Methods of Construction of Index Numbers; Tests of consistency, Base shifting, splicing and Deflation; Problems in construction, importance of index numbers in Managerial decision making.

### **UNIT-II**

Correlation analysis- meaning & types of correlation, Karl Pearson's coefficient of correlation and spearman's rank correlation, regression analysis-meaning and two lines of regression ,relationship between correlation and regression co-efficient, time series analysis-measurement of trend and seasonal variations, time series and forecasting.

### **UNIT-III**

Probability- basic concepts and approaches, addition, multiplication and Bayes' theorem, probability distributions - meaning, types and applications, binomial, Poisson and normal distributions.

### **UNIT-IV**

Statistical inference: Concept of sampling distribution, parameter and statistics, standard error.

Theory of estimation: Point and interval estimation, construction and confidence limits for mean.

Tests of significance-parametric v/s non-parametric tests, hypothesis testing, large samples, small samples- chi-square test, z-test, t-test, binomial test, analysis of variance. Independence of Attributes, Goodness of Fit and Test of Homogeneity. .

## References

1. Anderson, *Statistics for Business & Economics*, Thomson Learning, Bombay.
2. Anderson, *Quantitative Methods in Business*, Thomson Learning, Bombay.
3. Bhardwaj, R.S, *Business Statistics*, Excel Books
4. Gupta S.P. & Gupta M.P., *Business Statistics*, Sultan Chand & Sons, Delhi.
5. Levin & Rubin, *Statistics for Management*, Prentice Hall of India, N.Delhi.

## MBAEP6103: MANAGEMENT ACCOUNTING

**Objective:** The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in managerial decision making.

### UNIT – I

Conceptual basis of accounting- nature and purpose of accounting, basic accounting concepts and conventions underlying preparation of financial statements, forms of business organization, accounting records, balance sheet equation, completing accounting cycle, preparation of profit and loss account and balance sheet as per schedule-VI of companies act 1956.

### UNIT – II

Revenue recognition and measurement (AS-9), fixed assets (AS-10), inventory valuation (AS-2), depreciation accounting (AS-6), intangible assets accounting (AS-26), financial statement analysis: ratio analysis, common size statements, comparative analysis, trend analysis, cash flow analysis, accounting for price level changes, human resource accounting, social and environmental accounting.

### UNIT – III

Cost accounting objectives, cost accounting and management accounting, understanding and classifying costs, overhead allocation, preparation of cost sheet, introduction to methods of costing, techniques of costing: marginal costing and its managerial implications, budgetary control, standard costing and variance analysis.

## UNIT – IV

Contemporary issues in management accounting – value chain analysis, activity based costing; activity based budgeting, target and life cycle costing, quality costing.

### References

1. Horngren, C.T., Sundem, G.L., Stratton, W.O. *Introduction to Management Accounting*”, Prentice Hall of India.
2. Khan, M.Y. and Jain, P.K. *Financial Management: Text and Problems*, Tata McGraw Hill.
3. Porwal, L.S., *Accounting Theory; An Introduction*, Tata McGraw Hill.
4. Ramachandran, N. and Kakani, R.K. *Financial Accounting for Management*, Tata McGraw Hill.
5. Swamy, N. R., *Financial Accounting: A managerial Perspective*, Prentice Hall of India.
6. Williams, J.R., Haka, S.F., Bettner, M.S. and Meigs, R. F. *Financial and Managerial Accounting: The Basis for Business Decisions*, Tata McGraw Hill.

## MBAEP6104: ORGANISATIONAL BEHAVIOUR

**Objective:** This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization.

### UNIT I

Introduction to OB: concepts, foundations, contributing disciplines to OB, role of OB in management practices, challenges and opportunities for OB, OB in the context of globalization, scientific management and human relation tools: Hawthorne experiments, introduction to human behavior, perception, attitudes and job satisfaction

### UNIT II

Personality: meaning, determinants, theories, MBIT and big five model, leadership: theories, determinants, style and challenges to leadership in India, motivation and morale: concept and applications, communication: interpersonal communication, listening, feedback, counseling, organizational communication.

### UNIT III



Group process: group and intergroup behaviour, group decision making, team management: types of teams, teams in modern workplace, team v/s group, power: concept, bases of power, distinction b/w power and authority, power distribution in organization, organizational politics: concept, consequences, reasons and management of political behaviour, work stress: causes, organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies.

#### UNIT IV

Conflict and inter-group behavior: sources of conflict, types of conflict, functional and dysfunctional aspects of conflict, approaches to conflict management, organizational culture: functions of OC, creating and sustaining of OC, development and implications of OC, organizational effectiveness: concept and approaches to OE, factors in OE, effectiveness through adaptive coping cycle, organizational health development, emotional intelligence.

#### References

1. Luthans, F., *Organizational Behavior*, McGraw –Hill Inc.
2. Newstrom, J.W. and Davis, K., *Organizational Behavior-Human Behavior at work*, The McGraw Hill Companies, Inc.
3. Pareek, U., *Understanding Organizational Behaviour*, Oxford University Press, Delhi.
4. Robbins, S.P., Judge, T. and Sanghi, S., *Organizational Behavior*, Pearson Education.
5. Weiss, P., *Organisational Behaviour and Change*, West Group Publication.

#### MBAEP6105: MARKETING MANAGEMENT

**Objective:** The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

#### UNIT I

Introduction to marketing: meaning, nature and scope of marketing, marketing philosophies, marketing management process, concept of marketing mix, market analysis: understanding marketing environment, consumer and organization buyer behaviour, market measurement and marketing research, market segmentation, targeting and positioning.

## UNIT II

Product planning and pricing: product concept, types of products, major product decisions, brand management, product life cycle, new product development process, pricing decisions, determinants of price, pricing process, policies and strategies.

## UNIT III

Promotion and distribution decisions: communication process, promotion tools: advertising, personal selling, publicity and sales promotion, distribution channel decisions-types and functions of intermediaries, selection and management of intermediaries.

## UNIT IV

Marketing organization and control: organizing for marketing, marketing implementation & control, ethics in marketing, emerging trends and issues in marketing: consumerism, rural marketing, societal marketing, direct and online marketing, green marketing, retail marketing, customer relation marketing.

### References

1. Czinkota, M.R. and Kotabe.M, *Marketing Management*, Vikas Publishing, New Delhi.
2. Douglas, J., Darymple, J. and Parsons, L.J., *Marketing Management: Text and Cases*, John Wiley and Sons.
3. Kotler, P., *Marketing Management: Analysis, Planning, Implementation & Control*, Prentice Hall of India, New Delhi.
4. Michael, J.E., Bruce, J.W. and William, J.S., *Marketing Management*, Tata McGraw-Hill, New Delhi.
5. Perreault, W.D. and Jerome, E.M., *Basic Marketing*, Tata McGraw Hill, New Delhi.
6. Pride, W.M. and Ferrell, O.C., *Marketing: Concepts and Strategies*, Biztantra Press, Delhi.
7. Ramaswamy, V.S. and Namakumari, S., *Marketing Management: Planning, Control*, MacMillan Press, New Delhi.
8. Zikmund, A., *Marketing*, Thomson Learning, Mumbai.

## **MBAEP6106: WORKSHOP ON BUSINESS COMPUTING**

**Objective:** 1) To create awareness in would be managers, about information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making; 2) To explore the use of MS-Excel and other common IS tools.

### **UNIT-1**

Introduction to Excel, Working with Excel Formula/Functions – Lookup (VLOOKUP, HLOOKUP) and Reference Functions, Logical Functions, Database Functions, Date and Time Functions, Information Functions, Mathematical and Trigonometric Functions, Statistical Functions, Text Functions, Conditional Formatting, Data Sorting and Filtering, Pivot Tables, Pivot Charts, Introduction to VBA Macro, Using Goal Seek and Sensitivity Analysis/ What If Analysis, Excel Charting, Solving simple linear programming problems using Excel Solver.

### **Unit-II**

The process of MIS development, Planning, Design and Implementation of MIS, Information Flow, Entity Relationship, Data Flow Diagrams, Decision Making with MIS, System Concepts for MIS.

Using Data Base Functions in MS-Excel viz. DAVG(), DSUM(), DCOUNT(), DLOOKUP(), DMAX(), DMIN();

Introduction to HTML and webpage designing, Project Management – PERT/CPM using MS-Project; Hands on word-processing software & presentation software; Plagiarism – types of plagiarism, using plagiarism detection software.

### **References**

1. Cornell Paul, *Beginning Excel What If Data Analysis tools: Getting started with Goal Seek, Data Tables, Scenarios, and Solver*; Apress.
2. O'Brien, James A., *Management Information Systems*, Tata McGraw Hill
3. Laudon, Ken & Laudon, Jane, *Management Information Systems*, Prentice-Hall.
4. Ram, B., *Computer Fundamentals*, New Age Publications
5. Sinha, P. K. and Sinha, P., *Foundation of computing*, BPB Publications.
6. Taxali, R., *PC Software Made Simple*, Tata McGraw Hill.

## **MBAEP6108: WORKSHOP ON BUSINESS RESEARCH**

Objective: To expose the students to the basic concepts of research methodology and application through practical exercises in the area of commerce and management.

### **UNIT-I**

Introduction to business research: definition, characteristics, types, research process – an overview, review of literature – its role and significance in the stages of research process, theory building, ethical issues in business research, formulation of the research problem and research proposal, hypothesis - definition, formulation and types, research design - definition, types, secondary data – definition, types, sources, evaluation and searches, primary data collection methods - surveys, observation and experiments, measurement and scaling concepts, measurement scales

### **UNIT-II**

Select Stages of the Research Process- preparation of data collection instruments, questionnaire (instrument) design, sampling design and sampling procedures, sample size estimation, fieldwork, processing of data, data analysis -basic data analysis, hypothesis testing –t test, chi square test, test of proportion, bivariate analysis-tests of differences and measures of association through use of parametric and non parametric tests, report writing, use of computers in research.

#### References

1. Bryman, A. & Bell, E., *Business Research Methods*, Oxford University Press, New York
2. Carver, R .H. & Nash, J.G., *Data Analysis with SPSS*, Cengage Learning, New Delhi
3. Cooper, D.R. & Schindler, P.S., *Business Research Methods*, Tata McGraw Hill, New Delhi
4. Gaur, A. S. & Gaur, S.S. *Statistical Methods for Practice and Research.-A Guide to Analysis Using SPSS*, Response Books, New Delhi
5. Kothari, C.R., *Research Methodology-Methods and Techniques*, Wiley Eastern.
6. Kumar, R., *Research Methodology- A Step by Step Guide for Beginners.*, Pearson Education.
7. Sekaran, U. *Research Methods for Business-A Skill Building Approach*, John Wiley, Singapore
8. Zikmund, W.G., *Business Research Methods*, Cengage Learning, Singapore

## **SECOND SEMESTER**

### **MBAEP6201: BUSINESS ENVIRONMENT**

**Objective:** Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

#### **UNIT I**

Concept of business environment: its significance and nature, interaction matrix of different, environment factors, process of environmental scanning, environmental scanning of important industries of India viz. tractors pharmaceutical industry, food processing, electronics fertilizers steel, soft drinks, and TV.

#### **UNIT II**

Economic environment: the philosophy, strategy and planning in India, monetary policy and their impact on Indian business, industrial policy foreign trade policy and their impact on Indian business, political environment: relation between business and government of India. Constitutional provisions related to business, concept of state intervention in business, ideology of different political parties, bureaucracy and Indian business.

#### **UNIT III**

Technological environment, policy for research and development in India, appropriate technology, debate of technology v/s labour, MNC as a source of transfer to technology and its implication, institutional infrastructure for exports in India, India's export-import policy, global business environment, significance of foreign investment in India, opportunities and threats in WTO and the new international trading regime, tariff and non tariff barriers in global trade.

#### **UNIT – IV**

Socio-cultural environment in India: salient features of Indian culture values and their implication for Indian business, middle class in India and its implications on industrial growth in India, consumerism as emerging force, social responsibility of business, business

ethics and Indian business, impact of mass media on Indian business, changing role of rural sector in India: rural income and rural demand of consumer durable.

**Reference:**

1. Adhikari, A., *Economic environment of business*, Sultan Chand & Sons
2. Adhikary, M., *Business Economics*, Excel Books, New Delhi.
3. Aswathappa, K., *Essentials of business environment*, Himalaya Publishing House.
4. Cherulinum, F., *Business Environment*, Himalaya Publishing House
5. Puri, V.K. and Misra, S.K., *Indian economy*, Himalaya Publishing House.

**MBAEP6202: HUMAN RESOURCE MANAGEMENT**

**Objective:** The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.

**UNIT I**

Human resource management: functions, scope and models, HRM environment and environmental scanning, human resource planning, job analysis and job designing, recruitment, selection, induction and placement, training and development, job evaluation.

**UNIT II**

Managing performance, potential management, fringe benefits and incentives: compensation management, promotion, demotion, transfer, separation and right sizing.

**UNIT III**

Team management, empowerment management, creativity and decision making management, organisational learning and knowledge management, culture management, change management, managing ethical issues in human resource management, HRD audit.

**UNIT IV**

E-HRM/HRIS; measuring intellectual capital, impact of HRM practices on organizational performance, implications for HRD, contemporary issues in human resource management, global HR practices. Attracting, Developing and Retaining talent.

**References:**

1. Aswathappa, K., *Human Resource Management*, Tata McGraw-Hill.
2. Bratton, J. and Gold, J., *Human Resource Management: Theory and Practice*, Palgrave.
3. Dessler, G., *Human Resource Management*, Prentice-Hall.
4. Flippo, E., *Human Resource Management*, McGraw Hill.
5. Gomez-Mejia, L., *Managing Human Resources*, Pearson Education.
6. Ivantsevich, J., *Human Resource Management*, Tata McGraw-Hill.
7. Kandula, S. R., *Human resource Management in Practice*, Prentice Hall of India Pvt Ltd.

**MBAEP6203: OPERATIONS MANAGEMENT**

**Objective:** The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

**UNIT I**

Operations research: evolution, methodology and role in managerial decision making, linear programming: meaning, assumptions, advantages, scope and limitations, formulation of problem and its solution by graphical and simplex methods, special cases in simplex method, infeasibility, degeneracy, unboundedness and multiple optimal solutions, duality.

**UNIT II**

Transportation problems including transshipment problems: special cases in transportation problems, unbalanced problems, degeneracy, maximization objective and multiple optimal solutions, assignment problems including traveling salesman's problem, special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

**UNIT III**

PERT/CPM: difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off, decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

## UNIT IV

Game theory, pure and mixed strategy games, principle of dominance, two person zero sum game, queuing theory: concept, assumptions and applications, analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK), simulation; meaning, process, advantages, limitations and applications.

### References:

1. Kalavathy.S, *Operations Research*, Vikas Publishing House, New Delhi.
2. Kapoor, V.K., *Operations Research*, Sultan Chand & Sons, New Delhi.
3. Paneerselvam, R., *Operations Research*, Prentice Hall of India, New Delhi.
4. Sharma, J.K., *Operations Research: Theory and Applications*, Macmillan India Ltd, New Delhi.
5. Taha, H.A., *Operations Research: An Introduction*, Prentice Hall of India, New Delhi.
6. Vohra, N.D., *Quantitative Techniques in Management*, Tata McGraw Hill Publishing Company Ltd.

## MBAEP6204: FINANCIAL MANAGEMENT

**Objective:** To provide an understanding of the function, the roles, the goals and the processes of corporate financial management, covering the sourcing of finances and their issues in investment and operations

### UNIT I

Introduction: concept of finance, scope and objectives of finance, profit maximization vs. wealth maximization, functions of finance manager in modern age, financial decision areas, time value of money, risk and return analysis: CAPM, shareholders value creation, traditional and modern measures of financial performance: ROI, earning price ratio, SVA, EVA and MVA.

### UNIT II

Financing decision: long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; concept and approaches of capital structure decision: NI, NOI, traditional and Modigliani miller approach, cost of



capital: cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

### **UNIT III**

Leverage analysis: financial, operating and combined leverage along with implications, EBIT-EPS analysis & indifference points, investment decision: appraisal of project; concept, process & techniques of capital budgeting and its applications, risk and uncertainty in capital budgeting.

### **UNIT IV**

Dividend decision: concept of retained earnings and ploughing back of profits, relevance and irrelevance theories of dividend decision: Walter's model, Gordon's model and Modigliani miller model, factors affecting dividend decision, overview of working capital decision: concept, components, factors affecting working capital requirement, working capital management: management of cash, inventory and receivables, introduction to working capital financing.

#### **References:**

1. Damodaran, A., *Corporate Finance –Theory & Practice*, John Wiley and Sons, Inc.
2. Gitman, L.J., *Principles of Managerial Finance*, Pearson Education.
3. Horne, V., *Financial Management and Policy*, Pearson Education
4. Khan, M.Y. and Jain, P.K., *Financial Management*, Tata McGraw Hill.
5. Knott, G., *Financial Management*, Palgrave Macmillan.
6. Pandey, I.M., *Financial Management*, Vikas Publications.
7. Prasanna, C., *Fundamentals of Financial Management*, Tata McGraw Hill.

### **MBAEP6205: LEGAL ASPECTS OF BUSINESS**

Objective: The objective of this course is to introduce the students with different legal aspects of business.

#### **UNIT-I**

Corporate personality, features of company, registration and incorporation, memorandum of association, articles of association, prospectus, shares, shareholders and members, limited liability partnership.

## **UNIT-II**

Management of companies, directors, their appointment, duties, liabilities and powers, meetings of a company, borrowing power of the company, changes and their registration, prevention of oppression and mismanagement, winding up of a company, compulsory winding up and voluntary winding up.

## **UNIT-III**

Objectives of foreign exchange management act, provisions of FEMA dealing with regulation and management of foreign exchange, economic offences and penalties, The prevention of Money Laundering Act, 2002, Law of securities and stock exchanges, The Information and technology Act, 2000

## **UNIT-IV**

Objectives of Consumer Protection Act, 1986, rights of consumers, duties and obligations of business organization under consumer protection act, objectives of Environment Protection Act 1986, duties and obligations of business organization under Environment Protection Act 1986, Competition Act, 2002, Patent Law .

References:

1. Datey, V.S., Student's Guide to Economic Laws.
2. Majumdar, A.K. and Kapoor, G.K., Company Law & Practices, Taxman Allied Services Pvt. Ltd.
3. Singh, A., Company Law, Eastern Book Co., India.

## **MBAEP6209: WORKSHOP ON BUSINESS COMMUNICATION**

**Objective:** The course aims at developing the communication skills of students – both written communication and oral communication. The students will also be taught how to analyze cases and prepare case reports.

### **UNIT – I**

An introduction to business communication, elements of the communication models, types of communication, barriers to communication, principles of written communication, Business letters: their basic qualities, mechanics of letter writing, and specific types of letters, internal communication through memos, minutes and notices.

### **UNIT – II**

Principles of oral communication, speeches: speech of introduction, of thanks, occasional speeches, theme speech, mastering the art of giving interviews in the following: selection or

placement interview, appraisal interview, exit interview, group communication: meetings and group discussions, report writing, principles of effective presentations including use of audio-visual media, business and social etiquette.

## References

1. Courtland, B. L. and Thill, J.V., *Business Communication Today*, Pearson Education.
2. Lochar, K.O. and Maczmarch, S.K., *Business communication: Building Critical Skills*, Tata McGraw Hill Companies.
3. Murphy, H.A. and Hilderland, W. and Thomas, P.J., *Effective business communication* Tata McGraw Hill Companies.
4. O'Rourke, J.S., *Management communication: A case analysis approach*, Pearson Education.
5. Rao, S.S., *Handbook for writers and editors*, Vikas Publishing House Pvt. Ltd
6. Raymond, L. and Flatley, M., *Basic communication: skills for empowering the internet generation*, Tata McGraw Hill.

## **MBAEP6210: WORKSHOP ON MULTIVARIATE STATISTICAL TECHNIQUES**

Objective: To develop in the students the ability to conduct research for business purposes using different multivariate techniques of analysis .The students should develop an understanding of the application of MVA techniques in different functional areas of business. The use of computer package for the purpose of analysis will be emphasized. This will help prepare students not only for their summer training but also for a corporate career.

### **UNIT I**

Introduction- Classification of statistical techniques, Classification of multivariate techniques, Application of multivariate techniques in research in different functional areas of business.

Specific Techniques of MVA – Analysis of Variance, Discriminant Analysis

### **UNIT II**

Specific Techniques of MVA contd. -Factor Analysis, Cluster Analysis, Multidimensional Scaling, Conjoint Analysis

## References

1. Carver Robert H. and Jane Gradwohl Nash, *Doing Data Analysis with SPSS 10.0*, Duxbury Thomson Scanning.
2. Cooper, D. R. and Schindler, P. S., *Business Research Methods*, Tata McGraw Hill Publishing Co.

3. Hair, Joseph, F., Jr. M. Rolph E. Anderson, Ronald L. Tatham, William C. Black. *Multivariate Data Analysis*, Pearson Education.
4. Johnson, Richard A. and Dean W. Wichern. *Applied Multivariate Statistical Analysis*, Prentice Hall of India Ltd., Eastern Economy Edition.
5. Malhotra, N. and Dash, S., *Marketing Research: An Applied Orientation*, Pearson Education.
6. Sharma, Subhas. *Applied Multivariate Techniques*, John Wiley and Sons Ltd.

## THIRD SEMESTER

### MBAEP7101: STRATEGIC MANAGEMENT

**Objective:** The objective of this course on corporate strategy is to develop in the students an ability to analyze the strategic situation facing the organisation, to access the strategic options available to the organization and to implement the strategic choices made by it. Extensive use of a variety of case studies will help in meeting the objectives of this course.

**End semester paper:** The paper will be of four hours and will carry 50 marks. Section A will be of 20 marks consisting of five questions. 2 questions will be set from each unit. The students are required to answer two questions selecting one from each unit. Section B will be of 30 marks consisting of a compulsory case.

#### Unit I

Introduction to corporate strategy, an overview of formulation and implementation of strategy (including various models of strategy formulation and implementation), strategic leadership, determinants of competitive advantage, vision and mission including various approaches to business model, strategic coherence, stakeholders and strategy, internal and external environment of strategy, environmental analysis (including various tools of analysis), corporate resources, capabilities and core competencies, dynamic capabilities, value chain, competitor analysis, key success factors, drivers of change, competitive rivalry and competitive dynamics, challenges to sustainable competitive advantage, advantages and disadvantages of first movers, second movers and fast followers, defensive strategies for incumbents caught off guard, personal goals and aspirations of top management, corporate social responsibility, corporate governance and strategy, diversification-related and unrelated, integration-vertical and horizontal, execution of strategy.

#### Unit II

Executing functional, business and corporate strategy, strategic alternatives including models for development of strategic alternatives, strategies for entering new businesses, strategy and technology, strategy and industry life cycle, evaluation of strategy, implementing dynamic strategies, organization structure and strategy, international strategy and competitive advantage, understanding alliances and cooperative strategies, mergers, acquisitions and strategy, external and internal causes of organizational failure, differing corporate governance practices and strategy, role of executive compensation in implementation of strategy.

#### References:

1. Hill, Charles W.L. and Jones, Gareth R., Strategic Management, Dreamtech Press India, Indian Adaptation.
2. Hitt, Michael and Hoskisson, Robert E., Strategic Management: Competitiveness and Globalisation, South Western Thomson.
3. Hunger J. David, Wheelen, Thomas L and Wheelan Tom, Essentials of Strategic Management, Prentice Hall of India.
4. Porter, M.E., Competitive Advantage, The Free Press, New York.

5. Thomson, Arther A, Strickland, A.J. and Gamble, John E., Strategic Management, Concepts and Cases, Tata McGraw Hill.
6. Carpenter, Mason A., Sanders Wm. Gerard, Salwan Prashant, Strategic Management- A Dynamic Perspective-Concepts and Cases, Pearson.

## **MBAEP7111: ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT**

Objective: The objective of the course is to provide conceptual and theoretical understanding about the development of entrepreneurship and its significance in Indian economy, and to highlight issues in new enterprise management.

### **UNIT I**

Entrepreneurship: Concept and definitions, entrepreneurship and economic development, classification and types of entrepreneurs, entrepreneurial competencies, factors affecting entrepreneurial growth: Economic, non-economic factors, traits/qualities of entrepreneurs, intrapreneur, manager v/s entrepreneur, The Role of the Entrepreneur, Entrepreneurs and Myths about entrepreneurs. Comprehensive overview of the critical components of creating a start-up, Role of venture creation in society.

### **UNIT II**

Entrepreneurial Finance: Debt financing: Types of debt, sources of debt financing, creative ways to structure long-term debt, debt financing for working capital, equity financing: Sources of equity capital, private placement, venture capital, private equity firms, international private equity, small-business investment companies, initial public issue, public equity process, direct public offerings, angel financing, Social Entrepreneurship and Rural Entrepreneurship, Entrepreneurial strategy.

### **UNIT III**

Definition of MSME ( micro, small and medium enterprises), rationale, objective, scope, role of MSME in economic development of India, significant provisions of MSME Act, 2006, mechanics of selling of new enterprise: Size and location, optimum units: Its meaning and determinants, size of industrial units in India, feasibility studies, technical, marketing and finance, managerial problems of new enterprises, production purchasing, financing, labor and marketing problems, facilities provided by different institutions and agencies in India, role of SMEs in global environment.

### **UNIT IV**

Elements for a programme, entrepreneurial training and development programmes, entrepreneurship orientation and awareness programme, evaluation of various EDP programmes, women entrepreneurs, steps taken by government, to promote EDP's, institutional entrepreneurial environment in India, Role of support institutions: of director of industries, DIC, SIDO, SIDBI, small industries. development corporation (SIDC), SISI, NSIC, NIESBUD, state financial corporation (SFCs).

## References:

1. Desai, V., Small – Scale Industries and Entrepreneurship, Himalaya Publishing House.
2. Deshpande, M. V., Entrepreneurship of Small Industries, Deep and Deep Publications, New Delhi.
3. Holt, D.H., Entrepreneurship – New Venture Creation, Prentice Hall.
4. Kaulgud, A., Entrepreneurship Management, Vikas Publishing House, New Delhi.
5. Otes, D., A Guide to Entrepreneurship, Jaico Books Publishing House, New Delhi.
6. Theduri, B., Entrepreneurship Development: An Analytical Study, Akansha Publishing House, New Delhi

## **MBAEP7112: ENTREPRENEURIAL FINANCE**

**Objective:** The objective of this course is to orient the new entrepreneurs with the problems and issues involved in financing new enterprise.

### **UNIT I**

The business plan: The dual purpose document, business plan development and advice, the business plan, development of proformas, checklist of financial information, business plan development sources. Identifying an idea and developing a business plan with key deliverables.

### **UNIT II**

Financial statements and analysis: income statement, balance sheet, cash flow statement, ratio analysis, breakeven analysis, management of working capital.

### **UNIT III**

Valuation: premoney and postmoney valuation, key factors influencing valuation, valuation methods, multiples, multiples of gross margin, asset valuation, capitalization of cash flows, raising capital: value added investors, sources of capital.

### **UNIT IV**

Debt financing: types of debt, sources of debt financing, creative ways to structure long-term debt, debt financing for working capital, equity financing: sources of equity capital, private placement, venture capital, private equity firms, international private equity, small-business investment companies, initial public issue, public equity process, direct public offerings,

angel financing, intrapreneurship: intrapreneurship models, traits of high growth intrapreneurship, signs of intrapreneurship success, standard operating procedures, intrapreneurship blunder.

## **References**

1. Hold, D., *Entrepreneurship New Venture Creation*, Prentice Hall Education.
2. Hull, J.C., *Option, Futures and Other Derivatives*, Prentice-Hall Inc.
3. Leach, C.J. and Melicher, R.W., *Entrepreneurial Finance*, South-Western College Publishers.
4. Levin, J.S., *Structuring Venture Capital, Private Equity, and Entrepreneurial Transactions*, Little Brown and Company.
5. Rogers, S., *Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur*, McGraw-Hill.
6. Smith, R.L. and Smith, J.K., *Entrepreneurial Finance*, John Wiley & Sons, Inc.

## **MBAEP7113: INFRASTRUCTURE AND PROJECT FINANCE**

**Objective:** Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing understanding of project activities and relevant skills.

### **UNIT-I**

Project identification analysis: socio-economic consideration in project formulation, social infrastructure projects for sustainable development, investment opportunities, project screening and presentation of projects of decision making, expansion of capacity, diversification. Economic value of innovative firms, Entrepreneurial capital formation process. Equity financing and Exit modes.

### **UNIT-II**

Market and technical analysis: market and demand analysis: market survey, demand forecasting, uncertainties in demand forecasting, technical analysis: product mix, plant capacity, materials and inputs, machinery and equipment, project costing and finance: cost of project, cost of production, break even analysis, means of financing project, tax aspects in project finance, role of financial institution in project finance. Description of different financing models including bootstrapping, organic growth, debt and risk capital.



### UNIT-III

Project appraisal: time value of money, project appraisal techniques: payback period, accounting rate of return, net present value, internal rate of return, benefit cost ratio, social cost benefit analysis, effective rate of protection, risk analysis: measures of risk, sensitivity analysis, simulation analysis, decision tree analysis.

### UNIT-IV

Project scheduling/network techniques in project management: CPM and PERT analysis, float times, crashing of activities, contraction of network for cost optimization, updating, cost analysis of resources allocation, multiple projects: project dependence, capital rationing, ranking methods of projects, mathematical programming approach, linear programming model, post project evaluation.

### References

1. Chandra, P., *Projects*, Tata McGraw Hill.
2. Wysocki, R.K., Robert, B. and Crane, D.B., *Effective Project Management*, John Wiley and Sons, USA.
3. Yescombe, E. R., *Principles of Project Finance*, Academic Press.

### MBAEP7114: TAX PLANNING FOR ENTREPRENEURS

**Objective:** The primary objective of this course is to familiarize the students with relevant provisions of taxation laws (both direct and indirect taxes) for entrepreneurs. It will develop students' skill for handling business problems using appropriate concepts of taxation laws.

### UNIT I

Introduction to corporate taxation: importance of tax planning as a management decision, minimizing tax liability: tax evasion, tax avoidance and tax planning, objectives and basis of tax planning, key terms related to tax assessment of companies: Indian company, domestic company, foreign company, investment company, residential status of a company, scope of total income, carry forward and set off of losses, minimum alternative tax, provisions related to tax assessment of companies, tax assessment rates and exemption limits for companies.

### UNIT II

Tax planning for different entities: tax provisions for new businesses, export business, industrial undertakings and infrastructure development undertaking, SEZs, business in special

category states, hotel industry, telecom industry, entertainment industry, IT, power, shipping and aircraft, oil and minerals, construction, and retail business, related tax deduction allowed to respective industries, business restructuring and tax planning: tax and relief provisions under merger, amalgamation, acquisition, demerger.

### UNIT III

Tax planning vis-à-vis managerial decisions: capital structure decisions in wake of tax planning, provisions related to tax on dividend and deductions allowed, tax planning through bonus shares, lease or buy decisions, make or buy decision, repair/renewal or replacement decision, tax planning through employees' remuneration: fringe benefit of tax, ESOPs, double taxation relief, advance tax payment procedure, TDS: tax on salary, interest, dividend, interest.

### UNIT IV

Wealth tax: charge of tax and related provisions, central sales tax act: objectives, key terms and provisions, service tax: general principals, charge and exemptions, registration and mode of payment.

#### References:

1. Agarwal, K.K., *Corporate Tax Planning*, Atlantic Publishers & Distributors
2. Agarwal, K.K., *Direct Tax Planning and Management*, Atlantic Publishers & Distributors
3. Ahuja, G. and Gupta, R., *Corporate Tax Planning and Management*, Bharat law house, New Delhi.
4. Singhania, V. K., *Direct Taxes- Law & Practice*, Taxmann Publications Pvt. Ltd., New Delhi.
5. Singhania, V. K., Singhania, K. and Singhania, M., *Direct Taxes planning and management*, Taxmann Publications Pvt. Ltd., New Delhi.
6. Stern, W.R. and Brittain, C.A., *Tax Planning for Business (Entrepreneur Legal Guides)*, Entrepreneur Press Book

## **MBAEP7115: INVESTING IN PRIVATE EQUITY**

**Objective:** To familiarize the students with the tools and techniques for investing in private equity.

### **UNIT-I**

Equity shares and their risk return characteristics, different types of equity shares, knowing market indices (SENSEX and NIFTY) and their importance, valuation of equity shares, significance and approaches, risk and return theory, concepts of risk and return, diversification of risk, measurement of risk and return, estimation of discount rates, cash flows, growth rates.

### **UNIT-II**

The investment environment, equity trading: market & mechanism, security analysis: macroeconomic and industry analysis, company analysis, technical analysis (charts, line charts, line & volume, charts, point & figure charts, bar chart, candlestick chart, various patterns, Dow theory and Elliot wave theory.

### **UNIT-III**

Market efficiency and behavioral finance, portfolio theory: optimum portfolio selection, Markowitz portfolio theory: Sharpe single index model, the capital asset pricing model, arbitrage pricing theory.

### **UNIT-IV**

Active portfolio management: portfolio performance evaluation, international diversification, the process of portfolio management, the theory of active portfolio management, portfolio revision.

### **References**

1. Bodie, Z., Kane, A., Marcus, A. and Mohanty, P., *Investments*, Tata McGraw-Hill.
2. Chandra, P., *Investment Analysis and Portfolio Management*, Tata McGraw-Hill.
3. Elton, E.J. and Grubber, M.J., *Modern Portfolio Theory*, John Wiley & sons
4. Fischer, D.E and Jordan. R.J., *Security Analysis & Portfolio Management*, Pearson Education.
5. Sharpe., *Portfolio Theory & Capital Markets*, Tata McGraw-Hill
6. Sharpe, W., Alexander, G.J. and Bailey, J.W., *Fundamentals of Investment*, Pearson Education.

## **MBAEP7116: MARKETING FOR ENTREPRENEURSHIP**

**Objective:** This course aims at orienting the participants about need and importance of marketing strategies for entrepreneurs – other than those included in the compulsory paper on strategic management. It endeavors to sharpen the grasp of theoretical concepts and analytical ability of students particularly through the use of relevant cases.

### **UNIT I**

Introduction and overview of marketing strategy: definition, brief history and current trends; importance, conceptual framework of marketing strategy, alternative approaches to developing the strategic marketing plan especially formal planning systems, writing a strategic marketing plan for Entrepreneurs.

### **UNIT II**

Marketing strategy in different situations: product life cycle and marketing strategy, managing profit growth, sales growth, new products, product lines, product portfolio, strategies for market leaders, challengers, followers and niches, offensive and defensive competitive strategy. Essential elements of successful scaling of an entrepreneurial venture, including an overview of demand generation, customer acquisition, adoption, diffusion and forecasting demand.

### **UNIT – III**

Marketing strategy in different situation continued: competing on costs, competing on price, competition between price points, segmentation strategies, market share strategies, speed as strategy, marketing strategies for nonprofit organizations and for select prominent business sectors of the Indian economy. Effective marketing including how to market effectively, building a sales process, partnerships and supply relationships.

### **UNIT – IV**

Marketing strategy implementation, Mckinsey 7-s framework, marketing strategy evaluation including marketing audit and essential marketing metrics, financial aspects of marketing management. Entrepreneurial strategy including that for professional services (e.g. legal and accountancy).

### **References**

1. Aaker, D.A., *Strategic Marketing Management*, John Wiley & Sons Pte. Ltd.
2. Chernev, A. and Kotler, P., *Strategic Marketing Management*, Brightstar Media Inc.
3. Schnnaars, S.P., *Marketing Strategy: Customers and Competition*, The Free Press.
4. Walker, O.C. Jr., Boyd, H.W., Mullins, J. and Jarreche, J.C., *Marketing Strategy: A Decision Focused Approach*, Tata McGraw Hill Publishing Company Limited.

## **MBAEP7117: LEGAL AND GOVERNMENT POLICY CONSIDERATIONS IN NEW ENTERPRISE**

**Objective:** This course aims at imparting knowledge and developing skills necessary for developing a legal strategy, understanding of business laws, introduction to contract drafting, issues in legal compliance and negotiations, and understanding the context of government policy for starting a new enterprise.

### **UNIT I**

Sole proprietorship as a business structure for new enterprise, One person Company, Structuring a Partnership/LLP, Advantages of Company, Optimal structure for family businesses. Non-profit businesses, Procedure and key issues in incorporation of a trust/society/non-profit company. Tax benefits for a non-profit entity.

MSMED Act: Advantages of registration, money recovery procedures for start-ups, Appointment of advisors, and remuneration models.

Legal basis of tenders, Engineering Procurement Construction Contracts and Concession Contracts, Legal compliances insisted by the Government for evaluating eligibility criteria of bidders.

### **UNIT II**

Raising Investment-Angel rounds, Venture Capital (VC) & Private Equity (PE) deals, Financial and Strategic Investment, Steps in an investment transaction-negotiation, drafting and legal strategy, conducting due diligence, Understanding non-disclosure agreements (NDAs), Exit issues in investment transactions, PIPES transactions, Strategic Investment and Joint Ventures.

### **UNIT – III**

Accounting and record keeping for various forms of business entities, Financial planning for a business.

Corporate Taxation: Corporate Income tax, Minimum Alternate Tax (MAT), Taxation of Software, tax on issue of capital (e.g. equity, bonus shares and convertible instruments), Transfer pricing, Tax deduction at source (TDS).

Goods and Service Tax (GST), Indirect taxes: Introduction to GST, How to determine GST applicability to a business entity, Dual GST, State GST, Central GST, Integrated GST, GST Registration process.

Issues linked to tax strategy, Export and Import, Import and Export duties, Incentives for Exporters.

#### **UNIT – IV**

FDI Restrictions on foreign investors, FDI in different business structures, FDI in E-Commerce, Bank accounts for foreigners and handling foreign exchange, Compliance and Filing Requirements, Relaxation for foreign venture capital investors, negotiating exits with foreign investors.

SEZs: Law relating to SEZs, Tax sops available to SEZs, Types of SEZs, comparison of SEZs with EOUs (Export Oriented Units) and Software Technology Parks (STPs), Insurance: Regulation of Insurance Sector, Mutual Funds working and introductory Fund structuring.

#### **References**

1. Marisa Anne Pagnattaro, Daniel R. Cahoy, Julie Manning Magid, O. Lee Reed & Peter J. Shedd. The legal and Regulatory Environment of Business. McGraw Hill.
2. Daniel Albuquerque. Legal Aspects of Business. Oxford Higher Education.

#### **MBAEP7121: INVESTMENT MANAGEMENT**

**Objective:** The purpose of this course is to acquaint students with the theoretical and practical aspects of investment analysis, for security selection and portfolio management purposes.

#### **UNIT - I**

Investment Background - Meaning and avenues of investment, global investment choices, measures of risk and return, determinants of required rates of return, relationship between risk and return. Asset allocation decision- individual investor life cycle, the portfolio management process, the importance of asset allocation.

Organization and Functioning of Financial Markets in India - Primary capital markets, secondary markets, financial intermediaries, securities trading, securities settlement, and regulation.

#### **UNIT - II**

Developments in Investment Theory - Efficient market hypothesis; introduction to portfolio management, Markowitz portfolio theory; introduction to asset pricing models, capital market

theory, the capital asset pricing model (CAPM); multifactor models of risk and return, arbitrage pricing theory (APT), multifactor models and risk estimation.

Valuation Principles and Practices - Value of financial statement analysis, theory of valuation, security valuation process, valuation of alternative investments, relative valuation techniques.

### UNIT - III

Analysis and Management of Common Stock - Macro analysis and micro valuation of the stock market, industry analysis, company analysis and stock valuation, technical analysis, equity portfolio management strategies.

Analysis and Management of Fixed Income Securities - Bond fundamentals, the analysis and valuation of bonds, bond portfolio management strategies.

### UNIT - IV

Derivative Security Analysis - Overview of derivative markets, investing with derivative securities, forward and futures contracts, option contracts, swap contracts, convertible securities, and other embedded derivatives.

Specification and Evaluation of Asset Management - Professional money management companies, investing in alternatives asset classes (hedge funds), evaluation of portfolio performance, performance measurement techniques, measures and extensions, evaluation of bond portfolio performance, reporting investment portfolio performance.

### References

1. Alexander, G.J., Sharpe, W.F. and Bailey, J.V., *Fundamentals of Investments*, Prentice Hall.
2. Bodie, Z., Kane, A., Marcus, A.J. and Mohanty, P., *Investments*, Tata McGraw-Hill Publishing Company Limited.
3. Chandra, P., *Investment Analysis and Portfolio Management*, Tata McGraw-Hill Publishing Company Limited.
4. Fabozzi, F.J. and Markowiz, H.M., *The Theory and Practice of Investment Management: Asset Allocation, Valuation, Portfolio Construction, and Strategies*, Wiley.
5. Mayo, H.B., *Investments: An Introduction*, Thomson Asia Pte. Ltd.
6. Reilly, F.K. and Brown, K.C., *Investment Analysis and Portfolio Management*, South-Western College Publishing.

## **MBAEP7122: MANAGEMENT CONTROL SYSTEMS**

**Objective:** The objective of this course is to allow students to gain knowledge, develop insight and analytical skills related to design and implementation of management systems.

### **UNIT I**

Management control system: basic concepts, boundaries, understanding strategies, behavior in organizations, inter-relationship among strategic planning, management control and operational control, responsibility accounting, importance of informal management controls.

### **UNIT II**

Structure of management control: need for delegation, types of responsibility centers, organizational structure of responsibility centers, revenue and expense centers, profit centers, measuring and controlling assets employed, objectives and methods of transfer pricing, pricing corporate services and administration of transfer prices.

### **UNIT III**

Management control process: strategic planning, analysis of new and ongoing programmes, strategic planning process, implementing radical process and product innovation strategy, programming and budgeting, budget preparation process, performance measurement systems, interactive control, analyzing financial performance reports.

### **UNIT IV**

Applications of management control systems: management compensation, controls for differentiated strategies, control in service organizations, control in non-profit organizations, management control in multinational and multi project corporations, management control-related ethical issues.

### **References**

1. Anthony, R.N. and Govindrajana, V., *Management Control Systems*, Tata McGraw-Hill.
2. Ghosh, N., *Management Control Systems*, Prentice Hall of India.
3. Merchant, K.A., *Modern Management Control Systems: Text and Cases*, Pearson Education Inc.
4. Merchant, K. and Van-der-Stede, W.A., *Management Control Systems: Performance, Evaluation and Incentives*, Prentice Hall.
5. Simons, R., *Performance Measurement and Control Systems for Implementing Strategy Text and Cases*, Prentice Hall.



## **MBAEP7123: PROJECT PLANNING, ANALYSIS AND MANAGEMENT**

**Objective:** The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically it introduces students to the purpose, principles, problems and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution and control methods; introduce students to project management software and applications.

### **UNIT I**

Planning and analysis overview: phases of capital budgeting, levels of decision making, resource allocation framework, key criteria for allocation of resource, elementary investment strategies, portfolio planning tools, strategic position and action evaluation, aspects relating to conglomerate diversification, interface between strategic planning and capital budgeting, generation and screening of project ideas: generation of ideas, monitoring the environment, regulatory framework for projects, corporate appraisal, preliminary screening, project rating index, sources of positive NPV, qualities of a successful entrepreneur, profile of a typical successful and unsuccessful entrepreneur, porter model for estimation of profit potential of industries.

### **UNIT II**

Market and demand analysis: situational analysis and specification of objectives, collection of secondary information, conduct of market survey, characterization of the market, demand forecasting, market planning, technical analysis: study of material inputs and utilities, manufacturing process and technology, product mixes, plant capacity, location and site, machinery and equipment, structures and civil works, project charts and layouts, work schedule.

Financial analysis: estimation of cost of project and means of financing, estimates of sales and production, cost of production, working capital requirement and its financing, estimates of working results, projected cash flow statement, projected balance sheet. project cash flows, basic principles of measurement of cash flows, components of the cash flow streams, viewing a project from different points of view, definition of cash flows by financial institutions and planning commission, biases in cash flow estimation, appraisal criteria (net present value, benefit cost ratio, internal rate of returns urgency, payback period, and accounting rate of returns), investment appraisal in practice.

### UNIT III

Types and measure of risk: simple estimation of risk, sensitivity analysis, scenario analysis, Monte Carlo simulation, decision tree analysis, selection of project, risk analysis in practice, special decision situations: choice between mutually exclusive projects of unequal life, optimal timing decision, determination of economic life, inter-relationships between investment and financing aspects, inflation and capital budgeting, analysis of firm and market risk: portfolio theory and capital budgeting, capital asset pricing model, estimation of key factors, CAPM and capital budgeting, social cost benefit analysis (SCBA): rationale for SCBA, UNIDO approach to SCBA, little and mirrlees approach to SCB, multiple projects and constraints: constraints, methods of ranking, mathematical programming approach, linear programming model.

### UNIT IV

Project financing in India: means of finance, norms and policies of financial institutions, SEBI guidelines, sample financing plans, structure of financial institutions in India, schemes of assistance, term loans procedures, project appraisal by financial institutions, project management: forms of project organization, project planning, project control, human aspects of project management, prerequisites for successful project implementation, network techniques for project management, development of project network, time estimation, determination of critical path, scheduling when resources are limit, PERT and CPM models, network cost system, project review and administrative aspects: initial review, performance evaluation, abandonment analysis, administrative aspects of capital budgeting, evaluating the capital budgeting system of an organization.

#### References:

1. Chandra, P., *Project Planning: Analysis, Selection, Implementation and Review*, Tata McGraw Hill.
2. Benjamin, E. C., *Modern Project Finance: A Case Book*, John Wiley and Sons, Inc.
3. Gatti, S., *Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects*, Academic Press.
4. Little, I.M.D. and Mirrlees, J.A., *Project Appraisal and Planning for Developing Countries*, Oxford and IBH Publishing Co.
5. Nevitt, P.K. and Fabozzi, F.J., *Project Financing*, Euromoney Books.

## **MBAEP7131: PRODUCT INNOVATION IN TECHNOLOGY BUSINESS**

**Objective:** To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Manufacturing Policy and Implementation.

### **UNIT I**

Production function: production function & the organization, five Ps of production, production strategy, planning & controlling the operations - product selection linking the product with marketing, planning the operation, setting up production system, controlling the production, manufacturing system design: organization of manufacturing operation, job batch and flow production methods, group technology - coding composite component, product flow analysis, group technology and just-in-time.

### **UNIT II**

Just-in-time manufacturing: JIT manufacturing, people involvement, total quality control, advantage of JIT manufacturing, elements that support JIT flow, the kanban system optimized production technology (OPT.). manufacturing & service strategies: manufacturing as a competitive advantage, corporate strategy & manufacturing strategy, production planning and inventory control in manufacturing strategy.

### **UNIT III**

Theory of constraints & synchronous manufacturing: introduction, theory of constraints, the goal of performance measures, synchronous manufacturing, speed to market, bench marking, simultaneous engineering, reverse engineering. technology audit, strategic alliances.

### **UNIT IV**

Technological innovation in manufacturing: automated design support, computer numerical control (CNC) machines, computer aided manufacturing (CAM), flexible manufacturing system (FMS), computer integrated manufacturing (CIM), artificial intelligence (AI), automation in services.

### **References:**

1. Dilworth, J.B., *Production & Operations Management*, McGraw-Hill.
2. Narasimhan, S.L., Mcleavey, D.W. and Billington, D.W., *Production Planning & Inventory Control*, Prentice Hall of India.

## **MBAEP7132: BUSINESS PROCESS RE-ENGINEERING**

**Objective:** The objective of this course is to develop the abilities of the students to design and to evaluate management and its existing structure and select the right frame for Reengineering.

### **UNIT I**

Definition of reengineering, time for reengineering, why business process start to fail, explanation of change theory, reengineering mission and scope, reengineering cost, survival and growth strategies, rethinking business processes.

### **UNIT II**

The new world of work, the enabling role of information technology, perspectives on the customer, understanding markets, customer research within markets, service and specifications from the customer, insights from customer analysis.

### **UNIT III**

Understanding the influences in the background, perspectives on the background, dynamic nature of the industry, competitive intelligence: Bringing the background into focus, mapping the way work gets done, identifying areas for improvement.

### **UNIT IV**

Planning for change, refined mission and scope, design options and alternatives, filling in the line details, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, implementing system and structural changes, selecting the right frame, the horns of the downsizing dilemma, maximizing the chances for reengineering success, resistance to change, the transition process, revitalizing the organization for long term durable change, reengineering experience.

### **References**

1. Dey, B.R., *Business process Reengineering & Change Management*, Dreamtech Press Edition.
2. Hammer, M. and Champy, J., *Reengineering the Corporation - A manifesto for business resolution*, Nicholas Brealey Publishing Limited, London.
3. Jawadekar, W.S., *Redesigning the business organization*, Tata McGraw Hill Publishing Company Limited.
4. Kerin, F.C., Father, J.J. and Lynch, R.L., *Corporate Renaissance*.
5. Lowenthal, J.N., *Reengineering the organization* McGraw-Hill Higher Education.

## **MBAEP7133: INTEGRATING E-SYSTEMS AND GLOBAL INFORMATION SYSTEMS**

**Objective:** This course addresses strategic, technological, and organizational connectivity issues to support effective and meaningful integration of information and systems. The course is especially relevant for those who wish to effectively exploit information technology and create new business processes and opportunities.

### **UNIT I**

Strategic Connectivity: Strategic benefits and implications of intra-and-inter-organisational communications and connectivity and the need for information integration; Information Technology, Corporate Strategy, Competitive Advantage and Inter-and Intra-Organisational systems; Aggregators: the new business on the internet-development of aggregators, and value addition through post-aggregation services; Types of aggregators: comparison and relationship aggregators, Strategy and the Internet.

### **UNIT II**

Physical Connectivity: basic and emerging communications technologies, such as hardware (e.g. fibre optics, cable), software / protocols (e.g. TCP/IP, ADSL, ATM), and architectures (e.g. Local Area Networks, Wide Area Networks), needed to interconnect systems.

Overview of various Local Area Network (LAN) architectures; Worldwide Web and Internet Technology, Network Protocols: Overview of communication network concepts based on the ISO reference Model of Open System Interconnection (OSI); Emerging Technologies.

### **UNIT III**

Logical Connectivity: New technologies to aid connectivity, and to address the syntactic and semantic mapping requirements; Distributed Homogeneous Databases, Distributed Heterogeneous Databases; Recent developments, particularly in the fields of heterogeneous Distributed Database Management Systems, Web services, and the Semantic web; Integration among Databases, Web as a Database, Semantic Integration: problem of semantic heterogeneity; Component Architectures & Web Services.

### **UNIT IV**

Organizational Connectivity: Organizational implications and management policy challenges encountered in actually making effective use of systems that span normal organizational boundaries; Theories of loosely-coupled organization, Markets and Hierarchies:

Organizational Coupling; Development of Standards; Motivating Strategic Alliances and Organizational Transformation; Ways to increase the likelihood of success through three techniques viz. bi-directional benefits, co-operative pay-out, and asymmetric control.

## References

1. Gronwald, Klaus-Dieter, Integrated Business Information Systems-A Holistic View of the Linked Business Process Chain ERP-SCM-CRM-BI-Big Data, Springer.
2. McGovern, J., Sims, O., Jain, A., Little, M., Enterprise Service Oriented Architectures- Concepts, Challenges, Recommendations, Springer-Netherlands
3. Bertino, E., Martino, L., Paci, F., Squicciarini, A., Security for Web Services and Service Oriented Architectures, Springer-Verlag Berlin.
4. Laudon, K. C. and Laudon, J. P., *Management Information Systems: Organization and Technology in the Network Enterprise*, Prentice Hall.
5. Murdic, R.G., and Claggett, J.E., *Information Systems for Modern Management*, Prentice-Hall.

## MBAEP7141: MARKETING RESEARCH AND PRODUCT MANAGEMENT

**Objective:** The course aims to develop the student's ability to conduct, evaluate and research particularly with respect to marketing mix elements. It also seeks to develop an understanding of the innovation process and the methods of analysis and evaluation used in the product development process.

### UNIT I

An overview of marketing research- definition and scope; phases, changes due to technology including the internet; the marketing research industry, experimental research design, application of marketing research and the following techniques of multivariate analysis to marketing mix elements viz.- factor analysis, cluster analysis, multi dimensional scaling and conjoint analysis, product research, advertising research- setting advertising objectives, concept testing, audience profiling, copy research, media research.

### UNIT II

Pricing research including use of conjoint analysis for this purpose, package research distribution research, research for market segmenting including the use of cluster analysis for this purpose, scale validation- relationship of validity and reliability- their types and their estimation, qualitative research tools including ethnography and laddering

### UNIT III

Product management : in context of business strategy, the relationship of product management to the marketing concept, product mix concept, product classification, product planning: marketing plan, portfolio analysis, market potential and forecasting, product market strategies, product life cycle : stages and corresponding strategies, product evaluation, product positioning : concept, product differentiation, positioning strategies, preference analysis, benefit segmentation, new products : the importance of innovation, new product categories, organization for product management, prototyping, new product development process, test marketing.

### UNIT IV

Socio cultural meaning of brands: understanding the social psychology of brands, emotions and brands, symbolic meaning of brands, cultural meaning systems and brands, brand equity: introduction and definition, name value, model of brand equity synthesis, auditing and measuring brand equity managing brands, branding strategies for functional and symbolic brands, brand stretching and retrenching, branding services and managing the corporate brand, brands and advertising.

### References

1. Churchill, Gillert, Iacobucci, Dawn, *Marketing Research*, Thomson
2. Elliott, R. and Percy, L., *Strategic brand management*, Oxford University Press.
3. Kinneer, T.C. and Taylor J. R., *Marketing Research: an Applied Approach*, Mc Graw Hill Inc.
4. Malhotra, N. K., *Marketing Research: An applied orientation*, Pearson Prentice Hal, New Jersey.
5. Trott, Paul, *Innovation Management and New Product Management*, Prentice Hall
6. Ulrich, K.T. and S.D. Eppinger, *Product Design and Development*, McGraw Hill

## **MBAEP7142: DATA ANALYTICS FOR BUSINESS**

**Objective:** The objective of this course is to inculcate the skills of data analytics among students by exposing them to the wide range of data analytics techniques using R, an open software. Students will be able to apply different analytics techniques on real life business problems to make better decisions.

### **UNIT I**

Introduction to business analytics: significance, types, and applications in various industries. Data analytics and business intelligence, Data analytics tools and process.

Data Preparation: Methods of data preparation, handling missing values and outliers, transforming variables, derived variables, use of dplyr package.

Data Visualization: Significance of data visualization, tools of data visualization, use of ggplot2 package.

### **UNIT II**

Predictive analytics: Training data set and validation data set, Model estimation, Model validation and diagnostic.

Logistic Regression: Assumptions and odd ratio, Model assessment and gain table, ROC curve and KS statistics, Application in business problems.

Decision Tree: meaning, decision tree algorithm, entropy, Gini impurity index.

Social Media Analytics: Significance of Social Media Analytics, Social Media Analytics tools, Sentiment Analysis.

Text analytics: Introduction to Text Analytics, Text corpus formation.

### **UNIT III**

Marketing Analytics: Marketing Analytics as an enabler of Marketing Strategy, Defining the Data-Driven Marketing Strategy.

Statistical Foundations of Marketing: Descriptive Statistics, General Linear Models, Using Excel to summarise marketing data, Marketing decision making, and Monte Carlo simulation.

Product Analytics: market segmentation, collaborative filtering, classification trees, forecasting sales of new products.



## UNIT 1V

Retailing Analytics: Market Basket Analysis, RFM analysis, Allocation of retail space and sales resources, forecasting sales.

Pricing Analytics: estimating demand curves, price bundling, nonlinear pricing.

Customer Analytics: understanding customer wants, customer life time value, allocating market resources between acquisition and retention of customers.

### References

1. Covington, D, *Analytics: Data Science, Data Analysis and Predictive Analytics for Business*, CreateSpace Independent Publishing Platform.
2. Francis, B. *Data Analytics: The Complete Beginner's Guide: the Black Book*, CreateSpace Independent Publishing. Platform.
3. Grolemond and Garrett, Shroff, *Hands-On Programming with R*, Shroff Publishers & Distributors Private Limited.
4. Hemann Chuck and Ken Burbary, *Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World (Que Biz-Tech)*, Que Publishing.
5. Mark Jeffery, *Data Driven Marketing: 15 Metrics everyone in marketing should know*, Wiley Books.
6. Siegel, E., *Predictive Analytics*, Wiley.
7. Stephan Sorger, *Marketing Analytics: Strategic Models and Metrics*.

## MBAEP7143: DIGITAL MARKETING & RETAIL MANAGEMENT

**Objective:** The course aims to build conceptual foundation of digital marketing and to develop the students' ability to plan, implement and monitor digital marketing campaigns. The course takes a strategic approach to retail management, emphasizing the things that influence the decisions made by retailers.

## UNIT I

Digital Marketing: Meaning, importance and challenges, digital marketing process, traditional marketing versus digital marketing, Digital marketing strategy.

Website planning and Conceptualization: Developing website using CMS (Wordpress), keyword planning and analysis.

Search engine optimization (SEO): Keyword search tools, Working of search engines, On-site SEO techniques, Offsite SEO techniques, Local SEO: concept and importance.

## **UNIT II**

Search engine marketing: Significance, Search engine marketing tools, designing search campaigns, location targeting, bidding strategy, and managing campaigns. Landing pages: qualities of a good landing page.

Display Marketing: nature and importance, creating display campaigns, targeting at local level and international level, tracking performance and conversion, Optimizing display campaigns, Pay per click campaigns (PPCs).

Web Analytics: importance, process, funnels, and segments.

Social Media Marketing: need and importance, formulating social media marketing strategy, forms of social media marketing; Facebook Marketing.

## **UNIT III**

The retail environment: the changing consumer, the retail response, the role of government. Theories of retail change, Retail Strategic Planning, Customer Value: Building and Sustaining Relationships through customer value, relationship marketing and social marketing in retail management, The development of retail marketing: What is retail marketing? Types of various retail formats-food and non-food, Evaluation and Identification of Retail Customers: Consumer Behavior, Retail market segmentation & franchising, Retail logistics: Supply chain management, theoretical perspectives, Efficient consumer response (ECR), The Retail Supply Chain, Retailing Information Systems and Research: Retail Information Systems, RFID, Universal Product Code (UPC), Electronic Data Interchange (EDI), Marketing and Market Research, Gathering Information, Using Technology to Gather Data and Information, Market Selection And Location Analysis: Deciding on a Target Customer Group, Choosing the Right Location ,Regional Analysis, Trading Area Analysis, Actual Site Analysis and Selection, Merchandise Buying and Handling: Inventory Planning, The Merchandise Mix ,Vendor Interactions ,Merchandise Logistics and Logistics Management

## **UNIT IV**

Pricing in Retailing; Determining Pricing Objective, Determining Pricing Flexibility, Determining Pricing Strategy and Policies ,Establishing Price, Developing an Effective

Integrated Marketing Communications Mix: Retail Promotional Mix – Advertising, sales promotions – contests, coupons, etc., personal selling, publicity, public relations, point of purchase ,Types of media used by retailers, advantages, disadvantages, Store Layout and Design: Store image and atmospherics, Store layout and design, layout patterns – grid, free flow, loop, boutique ,Experiential merchandising, solutions selling Space management – sales per square foot, GMROI, planogram footfalls / computerized methods & non computerized methods, visual / display methods, Retail security :Causes of shrinkage ,The scale of retail crime ,Types of retail crime, Dealing with crime – India, Retail loss prevention, Managing People ,Emerging trends in retail: The internationalization of retailing, Electronic commerce and retailing, Green Retailing

#### References:

1. Bajaj C., *Retail Management*, Oxford Publication.
2. Dave Chaffey, Richard, Mayor, Kevin Johnston and Fiona Ellis- Chadwick, *Internet Marketing: Strategy Implementation and Practice*, Pearson Education.
3. Jan Zimmerman, *Social Media Marketing All-in-One for Dummies*
4. Mercer, D., *Internet Marketing with WordPress Is ted*. Packt Publishing.
5. Ryan, D., *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*, Kogan Page.
6. Zimmerman, J., *Web Marketing for Dummies*, Wiley.
7. Bajaj, C., *Retail Management*, Oxford Publication.
8. Levy & Weitz, *Retail Management*, Tata McGraw Hill.
9. Pradhan S., *Retailing Management*, Tata McGraw Hill.
10. Strauss, Judy, Adel-El-Ansary and Frost M., *E-Marketing*, Prentice Hall
11. Varley R., *Retail Management*, Palgrave Macmillan.

## FOURTH SEMESTER

### MBAEP7204: Human Values and Business Ethics

**Objective:** To sensitize students regarding the importance of human values and ethics in business.

#### Unit I

Human Values: importance, sources, types, frameworks. Relationship of values with ethics. Prominent human values-based teachings of *Vedas, Gita, Guru Granth Sahib, Bible, Quran*. Value-based management. Spirituality and the corporation. Moral muteness. Philosophers: Vidur, Plato, Aristotle, Chanakya.

#### Unit II

Business Ethics: nature, characteristics and need. Ethical theories and approaches: traditional, deontological and teleological theories, Gandhian philosophy of wealth management, philosophy of trusteeship.

#### Unit III

Indian value system and values, Indian ethos in management, creating ethical corporate structures, ethical leadership, law and ethics, work ethics: nature and scope, ethical issues at workplace, cross cultural ethics, ethical dilemmas.

#### Unit IV

Ethics in business disciplines: HRM (downsizing, balance of power, compensation, conflicts), marketing (commodity culture, pricing, advertising), finance and accounting (stock market, financial reporting, insider trading), technology (privacy at workplace, genetically modified foods).

#### References:

1. Chakraborty, *Managerial Transformation by Values*, Sage, New Delhi.
2. Hartman, *Business Ethics*, Tata McGraw-Hill, New Delhi.
3. Hartman and Chatterjee, *Business Ethics*, Tata McGraw-Hill, New Delhi.

### MBAEP 7205: MAJOR PROJECT

**Objective** The objective of this course is to train students to formulate a business problem, and undertake rigorous research using different tools learnt by them during the management program. Students are expected to use various econometric techniques, statistical software, and the qualitative and quantitative research methodology techniques taught to them.

Each student would be allocated to a UBS faculty who would guide and supervise the major project.

The major project would commence in third semester, and continue in the fourth semester. However, marks awarded would be included in the marks sheet of fourth semester.

### **MBAEP 7206: WORKSHOP ON BUSINESS PLANNING**

This course provides the knowledge and skills among the students to transform their feasibility plan into a business plan for a new venture.

#### **Unit 1**

Introduction to Steps in formulating a Business Plan, Strategy and Resource allocation, Generation and screening of ideas, Appraising and Monitoring the Environment.

Social Entrepreneurship. Entrepreneurship Ecosystem, Entrepreneurial Development Cycle, Entrepreneurial Development programme. Intellectual Property Law-Patents, Copyrights Trademarks and Tradeseecrets, Major hidden tax traps in starting a business.

Introduction to Steps in conducting Industry analysis: Market and Demand Analysis, Marketing Plan, Technical Analysis, Management Team & Company Structure, Operations Plan and Product (or Service) Development plan, Consumer Research and target market forecasts (use of Prowess and other data source for this analysis.)

#### **Unit 2**

Choosing Financing Sources Panel: Bootstrapping the early stages, Funding from the 3 F's, Angels, Private placements, Customer financing, Consulting, Venture capital, Bank financing, Financial projection techniques based on actual business experience.

Dealing with major Human Resource issues while setting up a business, Building a internal and external team. Developing and implementing a philosophy of business.

Refining and Presenting your Venture Idea, Creating a business model.

Review of Business Plan Samples, Pitfalls and plan execution.

#### **References**

1. Prasanna Chandra (2019), PROJECTS: Planning, Analysis, Selection, Financing, Implementation, and Review, McGraw-Hill Education
2. Barringer, B.R. (2014-5). Preparing effective business plans: An entrepreneurial approach.
3. O' Malia, T. J. (2000). The Entrepreneurial Journey. Calabasas, CA: Brandywine Publishing Company.

# **MBAEP7211: MANAGING STRATEGIC IMPLEMENTATION AND BUSINESS TRANSFORMATION**

**Objective** The objective of this course is to expose students to the sweeping changes in the nature of work, changes occurring in business organizations as well as changes in relations among institutions that interact with work, particularly labour market, community and family-centered groups and organizations, as well as government.

## **UNIT I**

Managing the changing workforce and changing nature of work: work in historical context, moral foundations of work, relation of work to personal/family life, models of employment relations, workforce expectations, sustainable business: tradeoff between environmental and business objectives, corporate citizenship roadmap– business principles, transparency engagement, accountability, triple bottom line assessment, sustainable strategies, performance and indicators.

## **UNIT II**

Managing labor-management strategic partnerships: dynamics of strategic partnerships- cross-firm partnership, cross-institution partnership, labour-management partnership; principles of partnership, tensions underlying the principles of partnership, historical Indian labour relations, implications for work-family integration: strategy towards integrating work and family life, holistic approach to work, changes in the workforce and related problems, role of employers, unions, professional associations, and government, best practices in India.

## **UNIT III**

Knowledge work and knowledge management: role of knowledge in the economy and firms, types of knowledge critical to success, role of information technology in knowledge management, organizational strategies for using, capturing and sharing knowledge, role of knowledge manager, implementing technical and social systems change: awareness of shifts in social and technical systems over time, understanding of the interdependency between social and technical systems, identification of potential guiding principles for designing, implementing, and sustaining change in social and technical aspects of new work systems.

## **UNIT IV**

Leadership skills for the 21st century: core leadership capabilities, modes of learning about leadership, leading edge research and practice on leadership, transforming regional, national, and international institutions: placing public service in historical perspective, new roles for

government agencies, challenges in managing change in government organizations, strategies for making public service an attractive career option, role of customers as partners in transforming government organizations.

## **References**

1. Drucker, P.F., D. Garvin, D. Leonard, S. Straus and J.S. Brown *HBR on Knowledge Management*, Harvard Business School Press.
2. Flood, P., T. Dromgoole, S. Carroll and L. Gorman *Managing Strategy Implementation*, Wiley-Blackwell.
3. Kochan, T. and S. Rubinstein *Learning from Saturn: Possibilities for Corporate Governance and Employee Relations*, ILR Press, Ithaca and London.
4. Luecke, R., *Managing Change and Transition*, Harvard Business School Press.
5. Macmillan, H. and Tampoe M., *Strategic Management: Process, Content and Implementation*, Oxford University Press.

## **MBAEP7212: MANAGING TEAMS**

**Objective:** In this course effort shall be to make individuals effective team members and also how they can build effective teams in their respective organizations.

### **UNIT I**

Definition of teams, types and value of teams, characteristics of effective teams, areas in which team fails, reasons for their failure.

### **UNIT II**

Formal team diagnostic meeting, formal team building meeting, process consultation interactions.

### **UNIT III**

Techniques and exercises used for building effective teams – role analysis technique, role negotiation technique, interdependency exercise, responsibility charting, force field analysis.

### **UNIT IV**

Inter group team building interventions as given as Blake, mouton and Shepard, organization mirroring interventions, third party peacemaking interventions, partnering case studies in team building.

## References

1. Aravindan, P., *Team Engineering and World Class Management*, Wheeler publishing.
2. Brown, D.R. and Harvey, D., *An experiential approach to OD*, Pearson Education Inc.
3. Cummings, T. and Worley, C., *Organizational Development and Change*, Thomson Learning (South Western).
4. French, W., Bell, C. and Vohra, V., *Organization Development-Behavioral Science Interventions for Organization Improvement*, Pearson Education Inc.
5. French, W., Bell, C., and Zawacki, *Organization Development and Transformation- Managing Effective Change*, Tata McGraw Hill Publishing company Ltd.
6. Hartzler, M. and Henry, J., *Team Fitness- A How to Manual for Building a Winning Work Team*, Tata McGraw Hill Publishing Company Ltd.
7. Schein, E., *Organization Psychology*, Prentice Hall.
8. Walton, R.E., *Inter personal Peacemaking: Confrontations and Third Party Consultation Reading MA*, Addison Wesley Publishing Company.



## **MBAEP7213: MANAGING GLOBAL ENTERPRISE**

**Objective:** The objective of this course is to acquaint the students with the concept of multinational enterprise and also the environment affecting the working of MNE's.

### **UNIT I**

Definition of multinational enterprise, nature of multinational enterprise, reasons for going global; role of MNEs in world economy, EPRG model, the environment of international business – geopolitical, economic, cultural, social, legal, PEST analysis.

### **UNIT II**

Regulation of international business – home country, host country and MNE's response to regulation, technology transfer – methods and debate on technology transfer, social responsibility and MNE's, organisation structure of MNEs.

### **UNIT III**

International financial management – concept, tax considerations, tax havens, international marketing management – concepts, transfer pricing, corporate governance – international perspective.

### **UNIT IV**

International human resource management – staffing of MNE's; international supply chain management – concept, distribution channels.

### **References**

1. Bennett Roger, *International Business*, Pitman Publishing.
2. Kolde, E.J., *International Business Enterprise*, Wiley Periodicals, Inc.
3. Matinussan John, *Transnational Corporations in a Developing Economy: The Indian Experience*, Sage Publications, New Delhi.
4. Mellahi, K., Frynas, J. George and Finlay Paul, Oxford University Press
5. Peng Mike W., *Global Strategy*, Cengage Learning.
6. Rugman, Alan M, Hodgetts, Richard M., *International Business – strategic Management Approach*, McGraw-Hill.

## **MBAEP7214: ORGANISATION STRUCTURE AND DESIGN**

**Objective:** Understanding organisations is essential to becoming more effective analysts, managers, and leaders. This course aims to develop an understanding among management students of the ways to promote organisational effectiveness through internal structures and processes.

### **UNIT I**

Introduction to organisations: definition, types, importance of organisations, organisation theories: an overview, the evolution of organisation theory and design, perspectives on organisations.

### **UNIT II**

Organisational design: organisational purpose, structural and contextual dimensions, performance and effectiveness outcomes, approaches to organisational effectiveness, integrated effectiveness model, role of strategic direction in organisational design, efficient versus learning organisation.

### **UNIT III**

Open system design elements: the external environment, inter-organisational relationships, designing organisations for the international environment, internal design elements: manufacturing and service technologies, information technology and control, organisation size, lifecycle and decline.

### **UNIT IV**

Managing dynamic processes: managing the environment, organisational culture and ethical values, innovation and change, decision making processes, conflict, power, and politics.

### **References**

1. Daft, R. L., *Organisational Theory, Change, and Design*, Cengage Learning, New Delhi.
2. Robbins, S.P. & Mathew, M., *Organisation Theory: Structure, Design, and Applications* Pearson Education, New Delhi.
3. Srivastava, B., *Organisation Design & Development*, Bizantra, New Delhi.

## **MBAEP7221: STRATEGIC COST MANAGEMENT**

**Objective:** To understand how to use different techniques of cost management with a strategic perspective.

### **UNIT I**

Strategy and cost management, moving from traditional to modern manufacturing environments, contemporary cost management techniques, nature of cost - traditional and contemporary cost classification, cost measurement systems - traditional and contemporary approaches, manufacturing overhead allocation - traditional and activity-based.

### **UNIT II**

Implementing strategy - strategic positioning, value chain, balanced scorecard and strategy map. Customer Profitability Analysis. Profit variance analysis.

### **UNIT III**

Activity-Based Costing: steps in designing an Activity-Based Costing (ABC) system, benefits and comparison of volume-based and ABC, Activity-Based Management (ABM), Multistage Activity-Based Costing, Resource Consumption Accounting (RCA), Time-Driven Activity-Based Costing (TDABC).

### **UNIT IV**

Strategic role of non-financial performance indicators, management and control of quality - framework, financial measures, non-financial indicators; lean accounting, cost management through life cycle analysis and target costing.

### **References**

1. Blocher et. al., *Cost Management: A Strategic Emphasis*, McGraw-Hill/Irwin.
2. Shank/Govindarajan, *Strategic Cost Management*, Free Press.

## **MBAEP7222: INTERNATIONAL FINANCIAL MANAGEMENT**

**Objective:** The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level.

### **UNIT I**

Foundations of international financial management: globalization and multinational firm; the importance, rewards and risk of international finance; goals for international financial management; exposure to international risk; international monetary system; balance of payments; foreign exchange markets; international parity relationships; forecasting foreign exchange rates.

### **UNIT II**

International financial markets and institutions: international banking and money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.

### **UNIT III**

Foreign exchange exposure and risk management: management of economic exposure; management of transaction exposure; management of translation exposure; management of political exposure; management of interest rate exposure; hedging against foreign exchange exposure; hedging through mixed currency invoicing; country risk analysis.

### **UNIT IV**

Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management; exports and imports; international tax environment; corporate governance around the world.

### **References**

1. Apte, P.G., *International Financial Management*, Tata McGraw Hill Publishing Company Ltd.

2. Bekaert, G. and R.J. Hodrick, *International Financial Management*, Prentice Hall.
3. Eiteman, D.K., Stonehill, A.I. and Moffett, M.H., *Multinational Business Finance*, Pearson Education.
4. Eun, C. and Resnick, B., *International Financial Management*, McGraw-Hill/Irwin.
5. Madura, J., *International Corporate Finance*, Thomson South-Western.
6. Shapiro, A.C., *Multinational Financial Management*, John Wiley & Sons, Inc.

### **MBAEP7223: BEHAVIORAL FINANCE**

**Objective:** The purpose of this course is to introduce the student to the new field of behavioral finance. The field treats how psychological factors affect the decision-making of individual investors and how these factors in turn affect the financial markets. It questions the common assumption of efficient markets within the traditional neoclassical economic theory.

#### **UNIT I**

Conventional finance, prospect theory and market efficiency: traditional versus behavioral finance, neoclassical economics, expected utility theory, risk attitude, Allais paradox, asset pricing, the pricing of risk, market efficiency, agency theory, prospect theory and extensions, framing, and mental accounting, challenges to market efficiency, some key anomalies, noise-trading and limits to arbitrage.

#### **UNIT II**

Behavioral science foundations and investor behavior: heuristics and biases, overconfidence, emotional foundations, implications of heuristics and biases for financial decision-making, implications of overconfidence for financial decision-making, individual investors and the forces of emotions.

#### **UNIT III**

Social forces and market outcomes: social interactions and investments, empirical evidences of social forces at work, behavioral explanations to market anomalies, behavioral factors and stock market puzzles- the equity premium puzzle, real-world bubbles, experimental bubbles market, behavioral finance and market valuations, excessive volatility.

#### **UNIT IV**

Behavioral corporate finance and money management: managerial decision-making, financial decisions, capital budgeting and other investment decisions, dividend policy decisions,

loyalty, agency conflicts and corporate governance, initial public offers, mergers and acquisitions, neurofinance and the traders' brain.

### **References:**

1. Ackert, L. and Deaves, R., *Behavioral Finance: Psychology, Decision-Making, and Markets*, South-Western Cengage Learning.
2. Forbes, W., *Behavioral Finance*, John Wiley & Sons Ltd.
3. Montier, J., *Behavioral Finance: Insights into Irrational Minds and Markets*, John Wiley & Sons Ltd.
4. Pompian, M.M., *Behavioral Finance and Wealth Management: How to Build Optimal Portfolios That Account for Investor Biases*, John Wiley & Sons Ltd.
5. Baker, H.K. and Nofsinger, J.R., *Behavioral Finance: Investors, Corporations, and Markets*, John Wiley & Sons Ltd.
6. Thaler, R.H., *Advances in Behavioural Finance*, Russell Sage Foundation.
7. Shleifer, A., *Inefficient Markets: An Introduction to Behavioural Finance*, Oxford University Press.
8. Shefrin H., *Beyond Greed and Fear: Understanding Behavioural Finance and the Psychology of Investing*, Oxford University Press.
9. Shiller, R.J., *Irrational Exuberance*, Princeton University Press.
10. Parikh, P., *Value Investing and Behavioural Finance*, Tata McGraw Hill Ltd.

## **MBAEP7224: CORPORATE GOVERNANCE**

**Objective:** The objective of this course is to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in industrialized and developing countries.

### **UNIT I**

Introduction to the corporation and corporate governance: the nature, significance, formation and historical development of the corporation, significant characteristics of the corporation (legal personality, indefinite life, 'joint-stock' aggregation of risk capital, limited liability, transferability of shares), the corporation as distinguished from other business entities (sole proprietorship, partnership, limited partnership), introduction to agency concepts (board and managers/stockholders, majority and minority stockholders) and to 'agency problem', meanings and significance of corporate governance.

## UNIT II

The internal and external institutions of corporate governance: the purpose of the corporation, for whom does the corporation exist (shareholders, stakeholders, the community, and the state), the concept of corporate social responsibility, the internal institutions of corporate governance (directors, managers, and shareholders), choices within legal constraints, e.g., anti-takeover defenses; mitigation and indemnification

## UNIT III

Accountability of managers and stockholders: defining and enforcing managers' duties, mechanisms of stockholders accountability (through voting and proxy contests, derivative and class actions, takeovers, tender offers, and markets for corporate control), outside forces (regulators, government enforcement), legislative (introduction to Indian and foreign initiatives); gatekeepers and access to capital (auditors, investment bankers, rating agencies, exchanges, the financial press).

## UNIT IV

The significance of insolvency regimes: corporate governance and foreign investment, corporate governance and privatization, insolvency regimes and their effect on corporate governance.

### References

1. Fernando. A.C., *Corporate Governance: Principles, Policies and Practices*, Pearson Education.
2. Hansmann, H., *The Ownership of Enterprises*, The Belknap Press of Harvard University.
3. Lipman, F.D. and Lipman, L.K., *Corporate Governance Best Practices: Strategies for Public, Private, and Not-for-Profit Organizations*, Wiley & Sons.
4. Mathur, U.C., *Corporate Governance and Business Ethics: Texts and Cases*, Macmillan Publishers Ltd.
5. Monks, Robert A.G. and Minow, N., *Corporate Governance*, Wiley- Blackwell.
6. Tricker, B., *Corporate Governance: Principles, Policies, and Practices*, Oxford University Press

## **MBAEP7231: KNOWLEDGE MANAGEMENT**

Objective: The subject aims at practical applications of KM tools and technologies explaining the basic knowledge representation, problem solving in industry.

### **UNIT-I**

Introduction: definition, evolution, need, drivers, scope, approaches in organizations, strategies in organizations, components and functions, understanding knowledge; Learning organization: five components of learning organization, knowledge sources, and documentation.

### **UNIT II**

Essentials Of Knowledge Management, knowledge creation process, knowledge management techniques, Knowledge creation process, systems and tools, organizational knowledge management architecture and implementation strategies, building the knowledge corporation and implementing knowledge management in organization.

### **UNIT III**

Knowledge management system life cycle, managing knowledge workers - knowledge audit, and knowledge management practices in organizations, few case studies.

### **UNIT IV**

Futuristic KM: Knowledge Engineering, Theory of Computation, Data Structure.

### **References**

1. Awad, E.M. and Ghazri, M., *Knowledge Management*, Pearson Education.
2. Thohothathri, A.R., *Knowledge Management – a resource book*, Excel Books.
3. Tiwana, A., *The KM Toolkit – Orchestrating IT, Strategy & Knowledge Platforms*, Pearson education.
4. Rao, M., *Leading with Knowledge*, Tata Mc-Graw Hill.
5. Senge, P., *The Fifth Discipline Field Book – Strategies & Tools for Building A learning Organization*, Nicholas Brealey.
6. Warier, S., *Knowledge Management*, Vikas publications



## **MBAEP7232: MANAGEMENT OF TECHNOLOGY**

**Objective:** To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of strategies for managing technology in business.

### **UNIT I**

Management of technology: various aspects and issues, strategic considerations, technological change and innovation, impact of technological change on employment and productivity, social consequences.

### **UNIT II**

Technology forecasting, technology development, technology acquisition and transfer. Technology absorption and diffusion, evaluation/assessment of competing technologies, foreign diffusion, collaboration and strategic technological alliances.

### **UNIT III**

Law regarding protection of trade intellectual property rights, patents, trademarks, TRIPS and W.T.O. - its impact on Indian economy.

### **UNIT IV**

Technological environment in India - technology policy, role of various government organisations such as DST, CSIR in development and dissemination of technology, technology development at organisation level, role of information system, quality systems and market feedback.

### **References**

1. Fredrick Betz, *Managing Technology*, Prentice Hall.
2. MaukDudgson, *Technology Strategy and the Firm*, Longman Publications.
3. Sharif Nawaz, *Management of Technology Transfer and Technology*, APCTT Bangalore.
4. UN-ESCAP: *Technology for Development*, ESCAP Secretariat.

## **MBAEP7233: BUSINESS INTELLIGENCE**

**Objective:** To develop a critical awareness of the range of tools being marketed under the label "Decision Support" or more generally "Business Intelligence (BI)" and consequently provide an understanding of the key algorithms and techniques which are embodied in business intelligence products.

### **UNIT I**

Introduction to BI, the need for business intelligence, business intelligence terminology and key concepts, deduction, induction, machine learning and neural networks.

### **UNIT II**

Business intelligence techniques, data warehousing, data mining and techniques, OLAP, business intelligence system & software.

### **UNIT III**

SAS programming, logistic regression, exercises on LR, decision trees (DT) (enterprise miner), exercise on DT, time series forecasting (TSFS), exercise on TSFS.

### **UNIT IV**

Artificial neural networks (ANN), exercise on ANN, association rules, exercise on association rules, real life application of BI.

### **References**

1. Berry and Linoff, *Data Mining Techniques*, Wiley Computer Publishing.
2. Berson A. and Smith, S. J., *Data Warehousing, Data Mining, & OLAP*, McGraw Hill.
3. Biere M., *Business Intelligence for the Enterprise*, Prentice Hall.
4. Gonzales M. L., *IBM Data Warehousing: with IBM Business Intelligence Tools*, Wiley.
5. Marakas G., *Decision Support Systems*, Prentice-Hall.
6. Moss L. T. and ShakuAtre, *Business Intelligence Roadmap*, Addison-Wesley.
7. Turban E. and Aronson J., *Decision Support Systems and Intelligent Systems*, Prentice-Hall.

## **MBAEP7234: TOTAL QUALITY MANAGEMENT**

**Objective:** The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

### **UNIT I**

Introduction to TQM: history, aims, objectives, benefits, gurus and their principles, TQM. reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM, introduction to tools and techniques: brainstorming, affinity diagram, benchmarking, fishbone diagram, check sheet, flow chart, line graph, run chart, histogram, Pareto diagram, FMEA, scatter diagram, control chart, QFD, tree diagram, force field analysis, seven w. and is/is-not questions, why-why diagrams, total quality control, quality assurance: practices and techniques, TQM and management : new management challenges, trends and contribution of TQM.

### **UNIT II**

Customer focus: defining external and internal customers, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction, continuous improvement process: what is continuous improvement, the importance of continuous improvement, and principles of continuous improvement, processes, how to manage processes, role of TQM's control and improvement process, designing for quality: opportunities for improvement in product design, early warning, concept and design assurance, designing for basic functional requirements, reliability, availability, safety, manufacturability, cost and product performance, workforce teams: team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work, benchmarking: defining, importance and benefits, types, basic steps, pitfalls, JIT: definitions, benefits, JIT cause and effects, JIT implementation in manufacturing.

### **UNIT III**

TQM for Marketing Function: quality in marketing and sales, factors for excellence, BPR and IT: business process management, quality control SQC/SPC: statistical process control, change management, technology and product quality, quality of after sales services: quality measurement in customer service, organization for quality: quality circles, self managing teams, quality director, reliability of quality characteristics, quality leadership: developing a quality culture, technology and culture, motivation quality linked productivity.

## UNIT IV

Total employee involvement: awareness of quality, recognition and rewards, empowerment and self-development, education and training, cost of quality: cost of poor quality, categories of quality cost, analysis of quality costs, benefits of costs of quality control, supporting technologies: overview of supplier quality assurance system, TQM implementations & barriers to implementation, ISO 9000 series of standards: concept, relevance, benefits, elements of ISO 9001: 2000, six sigma: history, structure, application, keys to success and failure.

### References

1. Arora, K.C., *TQM and ISO 14000*, S.K. Kataria & Sons, New Delhi.
2. Hurbert K. Rampersad, *Managing Total Quality*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
3. Juran, J.M. & Gryna, Frank M., *Quality Planning and Analysis*, Tata McGraw Hill, New Delhi.
4. Neil Huxtable, *Small Business Total Quality*, Chapman & Hall.

## MBAEP7241: MARKETING OF SERVICES

**Objective:** To provide complete exposure to all aspects of service design, standards, delivering and performing service.

### UNIT I

Introduction to services: concepts of services marketing triangle, service marketing mix, GAP models of service quality, consumer behavior in services, zone of tolerance, factors that influence customer perception of service, service encounters, customer satisfaction, service quality.

### UNIT II

Understanding customer expectation through market research: types of service research, building customer relationship through retention strategies, market segmentation, 3 levels of retention strategies, customer defined service standards, service quality as profit strategy, role of service quality in offensive and defensive marketing service design and positioning, new service development- types, stages, service blue printing-using and reading blue print, service positioning- positioning on the five dimensions of service quality, positing on service evidence.

### UNIT III

Employee role in service designing, importance of service employee, emotional labour, source of conflicts, strategies for closing GAP3 customer role in service delivery, strategies for enhancing, customer participation, delivery through intermediaries, managing demand and capacity, lack of inventory capability, understanding demand patterns, strategies for matching capacity and demand, waiting line strategies.

### UNIT IV

Role of marketing communication: key reasons for GAP-4 involving communication, role of price and value in provider GAP-4, role of non-monetary cost, price as an indicator of service quality, physical evidence in services: types of service Scapes, role of service GAPs, framework for understanding service GAPs and its effect on behaviour, marketing of services in selected industries: banking, insurance, tourism, transportation, educational services, advertising and real estate.

### References

1. Bhattacharjee, C., *Services Marketing*, Excel books
2. Jha, S.M., *Services Marketing*, Himalaya Publishing House
3. Lovelock, C., *Services Marketing*, Pearson Education.
4. Mudie, P. and Pirrie, A., *Services Marketing*, Elsevier/Butterworth-Heinemann
5. Nargundkar, R., *Services Marketing*, Tata McGraw Hill International.
6. Swartz and Lacobucci, *Handbook of services marketing and management*, Sage publication.
7. Zeithaml, V.A. and Bitner, M.J., *Services Marketing*, Tata McGraw Hill International.

## **MBAEP7242: WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE**

**Objective:** The course aims at providing and understanding of foreign exchange, export financing, Export – Import procedures and the various operations involved. The main emphasis is laid on developing a systematic approach to handling foreign trade transactions and the paper work thereto.

### **UNIT I**

Documents for starting up a new export venture, aligned documentation system: meaning, rationale, various documents, EDI initiative, methods of payment: advance payment, open account, consignment sales, Documents against acceptance (D/A), documents against payment (D/P), letter of credit, pre shipment credit: meaning, procedure, rates, documents needed, post shipment credit: meaning, procedure, types and documents needed.

### **UNIT II**

Export credit and guarantee corporation (ECGC): export credit insurance, insurance policies, bank guarantees and special schemes, role of ECGC, theories and practice of foreign exchange rate determination, floating and fixed exchange rates, exchange control regulations and procedures in India, FEMA.

### **UNIT III**

Processing of an export order: stages in implementing export transaction, procedures and documents related to quality control – ISO 9000, ISO 14000, marine insurance: types of marine insurance, marine losses, procedure and documents needed for claim.

### **UNIT IV**

Customs and port clearance, import procedures and documents, Incoterms 2000.

### **References**

1. Handbook of procedures Volume I & II.
2. Jain, S.C., *Export Procedures and Documents*, Southeastern Publishing.
3. Kumar, Aseem, *Export and Import Management*, Excel Books.
4. Lall, G. S., *Finance of Foreign Trade and Foreign Exchange*, H. P. J. Kapoor, Delhi.
5. Nabhi's, *Manual on Export Documentation*, Nabhi publication.
6. Ram, Paras, *Export, What, Where and How*, Anupam Publishers.
7. Varshney, R.L. & Bhattacharya, B., *International Marketing Management*, Sultan Chand & Sons, New Delhi.

## **MBAEP7243: CUSTOMER RELATIONSHIP MANAGEMENT AND SALES MANAGEMENT**

**Objective:** The course aims to develop in the students an understanding of the concepts, importance, benefits and principles of customer relationship management within the context of marketing strategy. It also aims to familiarize the students with the fundamentals of sales management so as to enable the students to effectively manage a sales force.

### **UNIT I**

Introduction to CRM: definition, components, scope, evolution, importance and transformation of customers, touch point analysis, customer value, customer relationship styles, types of customers and customer value , customer lifetime value, customer value and customer satisfaction as precursors to CRM, value co-creation, customer value management, analysing profitability of customers: value chain analysis, customer defection, closed loop marketing, customer retention: importance, stages, measurement of customer expectations: managing and delivering, consumer research, CRM measurement, e-CRM: basic concepts, importance, benefits, steps and success factors in e-CRM, merging CRM and the internet, and barriers to internet adoption.

### **UNIT II**

Developing and deploying CRM strategy: CRM program life-cycle, building blocks of CRM, components of CRM infrastructure: information, process, technology and people and their integration, technology for customer relationship, delivering the customer offer, issues in customer privacy, CRM measurement, Analysis of CRM strategies and approaches practised by successful business houses in India and abroad, emerging trends in CRM.

### **UNIT III**

Introduction to sales management: nature, scope & its evolution, relationship between selling & marketing, selling strategies, selling & buying styles, selling skills, sales in the era of CRM, sales related marketing policies: product, distribution, pricing & personal selling policies, negotiation strategies.

### **UNIT IV**

Sales organization: types of sales structure, management of sales territory, sales quotas, sales budget, sales control & cost analysis, organizing & staffing sales force: selection &

recruitment of sales force, sales training, motivation & compensation, strategic role of information in sales management, ethical & legal issues in sales, evaluating of sales force performance.

## **References**

1. Baran, R.J., Galka, R.J., & Strunk, D.P., *Customer Relationship Management* Cengage Learning, New Delhi.
2. Churchill, Ford, Walker, *Sales Force Management*, McGraw Hill.
3. Johnson & Marshall, *Sales Force Management*, McGraw Hill.
4. Lancaster & Jobber, *Selling & Sales Management*, Pearson Education.
5. Manning & Recce, *Selling Today: Building Quality Partnerships*, Pearson Education.
6. Mukerjee. K, *Customer Relationship Management- A Strategic Approach to Marketing*, Prentice Hall of India, New Delhi.
7. Shainesh, G. & Sheth, J.N., *Customer Relationship Management*, Macmillan Publications.
8. Still, Cundiff & Govani, *Sales Management*, Pearson edition.

## **MBAEP7244: APPLICATION OF ACCOUNTING AND FINANCE IN MARKETING**

**Objective:** To understand the role of accounting and finance techniques in select areas of decision making in marketing.

### **UNIT I**

Accounting and marketing interface, financial dimensions of marketing planning, budgeting for marketing; strategic planning; accounting for product: financial aspects of product line, financial aspects of product life cycle, life cycle costing, product portfolio analysis, accounting for price: pricing methods and strategies, CVP analysis, risk-averse pricing strategies, setting price in an overseas market.

### **UNIT II**

Accounting for promotion: push strategy and pull strategy, role of accounting in push strategy, formulation of sales force budget, controlling performance of human resources, sales related variance analysis, role of accounting in pull strategy, formulating advertising budget, controlling financial outlays and evaluating effectiveness of advertising.



### UNIT III

Accounting for place; accounting techniques for distribution cost analysis and control, cost issues in supply chain management, customer profitability, customer lifetime value and customer equity, determining indirect value of a customer, strategic variance analysis.

### UNIT IV

Performance measurement and evaluation, impact of financial structure on performance, use of ratios for prediction of business failure, role of discount rate in capital projects, measurement of risk, key performance indicators of marketing performance and balanced scorecard.

#### **References:**

1. *Roselender and Wilson, The Marketing/Accounting Interface, Westburn Publishers Ltd., Scotland.*
2. *Czinkota and Kotabe, Marketing Management, Vikas Publication House, New Delhi.*
3. *Wilson, Accounting for Marketing, International Thomson Business Press, London.*
4. *Zikmun, Marketing, Thompson learning, Mumbai.*