**JAIN UNIVERSITY**

**Academic Year-2014-16**

**Master of Management Studies (MMS)**

**Duration of the Course: 2 Years Full-time (4 semesters)**

**Specialisations:**

* **Financial Management**

**OR**

* **International Business**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **SEMESTER III** | | | | | | | | | | | | | | | | | | |
|  |  | |  | |  | | |  | |  |  | | |  | |  | |  | |
| **Paper  Code** | | **Title of the Paper** | | **Credits** | | | | | **Total** | | | **Marks** | | | | |
| **L** | | **T** | **P** | | **CIA** | **UE** | | **Total** | |
| MMS301 | | Business Law and Ethics | | 4 | | \_ | - | | 4 | | | 20 | 80 | | 100 | |
| MMS302 | | Business Policy & Strategic Management | | 4 | | \_ | - | | 4 | | | 20 | 80 | | 100 | |
| MMS303 | | Specialisation 1.4/2.4 | | 4 | | \_ | - | | 4 | | | 20 | 80 | | 100 | |
| MMS304 | | Specialisation 1.5/2.5 | | 4 | | \_ | - | | 4 | | | 20 | 80 | | 100 | |
| MMS305 | | Specialisation 1.6/2.6 | | 4 | | \_ | \_ | | 4 | | | 20 | 80 | | 100 | |
| MMS3INT | | Internship and Report\*\* | | - | | - | - | | 8 | | | 40 | 160 | | 200 | |
| **Total** | | | | **20** | | **-** | **-** | | **28** | | |  |  | | **700** | |

**Specialisations**

|  |  |  |  |
| --- | --- | --- | --- |
| **Specialisation 1 - Financial Management (FM)** | | **Specialisation 2 - International Business (IB)** | |
| Specialisation 1.4 | Security Analysis and Portfolio Management | Specialisation 2.4 | New Media |
| Specialisation 1.5 | Financial Modelling Using Excel | Specialisation 2.5 | Retail & Supply Chain Management |
| Specialisation 1.6 | Economic Legislation | Specialisation 2.6 | Ideation and Creative Expression |

**SEMESTER IV**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Paper  Code** | **Title of the Paper** | **Credits** | | | **Total** | **Marks** | | |
| **L** | **T** | **P** | **CIA** | **UE** | **Total** |
| MMS401 | Leadership and Its Practices | 4 | - | \_ | 4 | 20 | 80 | 100 |
| MMS402 | Specialisation 1.7/2.7 | 4 | - | \_ | 4 | 20 | 80 | 100 |
| MMS403 | Specialisation 1.8/2.8 | 4 | - | \_ | 4 | 20 | 80 | 100 |
| MMS404 | Specialisation 1.9/2.9 | 4 | - | \_ | 4 | 20 | 80 | 100 |
| MMS405 | Specialisation 1.10/2.10 | 4 | - | - | 4 | 20 | 80 | 100 |
| MMS4PRJ | Project Study and Report\*\* | - | - | - | 4 | 20 | 80 | 100 |
| **Total** | | **20** | **-** | **-** | **24** |  |  | **600** |

**Specialisations**

|  |  |  |  |
| --- | --- | --- | --- |
| **Specialisation 1 - Financial Management (FM)** | | **Specialisation 2 - International Business (IB)** | |
| Specialisation 1.7 | Management and Marketing of Financial Services and Products | Specialisation 2.7 | Trends in Brands and Business |
| Specialisation 1.8 | Financial Planning and Wealth Management | Specialisation 2.8 | Multi-cultural Negotiations |
| Specialisation 1.9 | International Financial Management | Specialisation 2.9 | Brand Content and Media |
| Specialisation 1.10 | Rural Banking and Micro Finance | Specialisation 2.10 | Creative Planning and Insights |

*L - Lecture; T - Tutorial; P - Practical; UE - University Examination; IA - Internal Assessment*

**Note:**

|  |  |
| --- | --- |
| **Component** | **Marks** |
| Attendance | 3 |
| Mid Term (each subject) | 4 |
| Assignment / Presentation (each subject) | 3 |
| Preparatory examination (each subject) | 10 |
| **\*Internals** | **20** |
| **University External Exams (3 hours duration)** | **80** |
| **Total** | **100** |

\* Excluding Project

\*\* University exam is based on evaluation of project report and viva.

**Year: II Semester: III**

**Subject: Business Law and Ethics**

**Subject Code: MMS301**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

To learn the legal framework and regulations that surround business operations both in India and globally and to also understand the importance of ethics in business to achieve long-term business goals.

**Module 1: Legalities of Business** **12 Hours**

Law of Contract: Scope of the contract law, Indian Contract Act, Elements of contract, Offer and acceptance, Lawful consideration, Capacity to contract, Free Consent, Lawful object, Discharge of contract: Free and genuine consent, Contract of Indemnity and Guarantee: Contract of Agency, Sale of Goods Act, 1930 Transfer of Title, Performance of the contract, Remedies for breach of contract.

**Module 2: Other Important Business Laws**   **10 Hours**

Law relating to negotiable instruments: Negotiable Instrument act , 1881, The consumer protection Act, 1986, Consumer problems and Legal Remedies, Banking services, Medical services, Law on patents, Law on trademarks, Law of Designs.

**Module 3: Business Ethics and Values**  **12 Hours**

Nature of Business Ethics and Values, Significance and types of values, Ethics and Religion, Culture and Ethics, Social culture and Individual Ethics, Factors Influencing Business Ethics, Ethics as strategy, Ethics of Great Philosophers – Albert. Z. Carr, Aristotle, Niccolo Machiavelli, Karl Marx, Suntzu: The art of war of Sun Tzu, Might-equals-right approach of Karl Marx.

**Module 4: Ethical Decision Making**  **12 Hours**

Ethical Decision Making, Difficulties in Ethical Decision Making, Power and Politics in organizations: Bases and sources of power, Coalitions, Managing Ethics: Ethics codes –Comparison of codes of Ethics, Codes of Conduct, codes of Practice, Ethics Programs, Kohlberg’s Study and Business Ethics, Laws of Enforcing Ethical Conduct: Laws and Ethics, Justice –Theory of Natural Law, Law as a guide to Moral Choice, Role of the Government of India in Enforcing Ethical Behaviour.

**Module 5: Business Law and Ethics for Global Business**  **14 Hours**

Ethics in HRM, Human Resources Laws in various countries, privacy Issues Ethics in Marketing Ethics in Finance Accounting and Investment Decision : Disclosure Norms, Insider Trading Norms, Disclosure in Financial Statements, Ethics in Production and Operations Management, Business laws for global businesses, Case studies.

**Reference Books:**

1. Johnson, Larry & Phillips, Bob. (2003). *Absolute Honesty: Building a Corporate Culture That Values Straight Talk and Rewards Integrity*. AMACOM.
2. Zak, Paul J. and Jensen, Michael C. (2008). *Moral Markets: The Critical Role of Values in the Economy*. Princeton University Press.
3. Freidman, Daniel. (2008). *Morals and Markets: An Evolutionary Account of the Modern World.* Palgrave Macmillan.
4. Gintis, Herbert et al. (2006). *Moral Sentiments and Material Interests: The Foundations of Cooperation in Economic Life (Economic Learning and Social Evolution).* MIT Press.
5. Kapoor. (2006). *Elements of Mercantile Law*. Sultn.
6. Majumdar, A. K. & Kapoor, G. K. (2010). *Company Law*. Taxmann Publications Pvt. Ltd.
7. Majumdar, A. K.. (2007). *Company Law and Practice*. Taxmann.
8. Nambyar, P. K. (2006). *Principles of Indian Law of Contract*. Bibliolife.
9. Bajaj, Amit. (2006). *Law of Negotiable Instruments*. Macmillan Publishers India.

**Year: II Semester: III**

**Subject: Business Policy and Strategic Management**

**Subject Code: MMS302**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

To expose the students to elements of business strategy - the science & art behind this and learning from the masters of sound & creative strategic thinking and to expose the students to the fundamentals of long term & strategic thinking; to explore the various scenarios that could emerge & evaluate their respective advantages & drawbacks; scanning & identifying opportunities; strategy formulations as well as implementation.

**Module 1: Introduction to Strategic Management 12 Hours**

Introduction to Strategic Management, Challenges to Strategic Management – The Indian Scenario, Introduction to Business Policy, Strategic Management Process, Levels of Strategy, the Concept of Strategy, Strategic Intent, Vision, Mission, Goals and Objectives, Business Definition.

**Module 2: Strategy Framework 12 Hours**

Environmental Appraisal, Characteristics of Environment, Internal versus External Environment, Environmental Scanning, Environmental Appraisal, Factors Affecting Environment Appraisal, Structuring Environment Appraisal, Identifying the Environmental Factors, Tools and Techniques for Strategic Analysis, SWOT Analysis, Porter's Five Force Model, TOWS Matrix, The General Electric Model, BCG Analysis.

**Module 3: Strategy Formulation 12 Hours**

Strategy Formulation, Corporate-Level Strategies, Strategic Alternatives and Reasons for Adopting Them, Concentration Strategies, Integration Strategies, Diversification Strategies, Business-Level Strategies, Factors that Determine Choice of Competitive Strategy, Generic Business Strategies, Cost Leadership, Differentiation, Focus, Functional Strategies, Concept of Core Competencies, Production Strategy, Research and Development Strategy, Human Resource Strategy.

**Module 4: International Strategy**

**10 Hours**

Strategies in the Global Environment, International Strategies, Types of International Strategies, Strategic Decisions in Internationalization, Advantages and Disadvantages of Internationalization, Cooperative Strategies, Joint Venture Strategies, Strategic Alliances.

**Module 5: Business Policy and Strategy for International Business 14 Hours**

Strategy Implementation, Evaluation and Control, Strategy Implementation, Structure and Strategy, Interaction between Structure and Strategy – A Case Study, Types of Organisational Structures, Stages of Development of Organisation, Structures for Strategies, Strategy and Leadership, Organisational Values and Strategy, Resource Allocation – A Vital Part of Strategy, Strategic Evaluation and Control, Strategic Evaluation, Strategic Control, Operational Control, Process of Operational Evaluation, Evaluation Techniques for Operational Control, Strategic Control Versus Operational Control. Case studies.

**Reference Books:**

1. Porter, Micheal. (1998). *Competitive Strategy*. Free Press.
2. Mukherjee, Ravikant, (2010). *Business Policy and Strategic Management*. Adhyayan Publishers.
3. Roy, Aurnob. (2008). *Business Policy & Strategic Management (Text &Cases*). Vrinda Publications.
4. Varughese, Roy. (1997). *Strategic Enterprise Management*. Intl Thomson Computer Press.
5. Wheelen, T. L. and Hunger, J. D. (2010). *Concepts In Strategic Management And Business Policy*. Pearson Publication.
6. Ramo, Simon and Sugar, Ronald. (2009). *Strategic Business Forecasting: A Structured Approach to Shaping the Future of Your Business*. Mcgraw-hill.
7. Wheelen, Thomas L. (2009). *Outlines & Highlights for Strategic Management & Business Policy: Achieving Sustainability*. Academic Internet Publishers.

**Year: II Semester: III**

**Specialisation 1.4 (Financial Management): Security Analysis and Portfolio Management**

**Subject Code: MMS303**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

At the end of this subject, student will be able tofamiliarise with the secondary market concepts & operations including listing of securities, purpose of secondary market, intermediaries and their role, mathematical tools used in various company related analysis before buying & selling of securities, power of compounding and how long term wealth can be created through equities.

Explain how a particular company is analyzed from the fundamental analysis perspective, debt-equity ratios, valuations, capital asset pricing model and intrinsic values based on earnings and how a portfolio is managed by various fund & portfolio managers.

**Module 1: Basics of Investment 10 Hours**

Introduction - need for Investment - investment versus speculation - Investment alternatives and their comparison on various parameters as safety - liquidity and growth - the investment triangle.

**Module 2: Risk and Return of Portfolio 12 Hours**

Risk and return measurement of the portfolio - Handling and managing portfolio risk - Minimizing the risk and maximizing the return - efficient frontier - Single Index Model. Introduction to CAPM - inputs required to be applied in CAPM - applicability and empirical evidence on CAPM.

**Module 3: Random Walk Theory and Efficient Market Hypothesis 12 Hours**

Introduction to the Security Market line - Arbitrage Pricing theory and multifactor models. Random Walk theory and efficient market hypothesis, applicability and the empirical evidence on efficient market hypothesis, Implication of the theories on investment analysis, the evolution of behavioral finance in the area of investment management and planning.

**Module 4: Equity Valuation 12 Hours**

Characteristics of equity, Market Value, Book Value of the equity, Market crash, deep corrections & corrections, Reactions to market crashes & euphoria, Capital gains & taxation.Various approaches to equity valuation, Free Cash flow method of Valuation, PE multiple method, Dividend discount model, Relative Valuation, Sum of Parts Valuation, The Concept of EVA and Enterprise Value.

**Module 5: Selection of the Stocks in the Portfolio 14 Hours**

Portfolio risk and return, benefits of portfolio diversification, calculating and handling portfolio, Standard Deviation and Beta. Introduction, Definition and Scope, Qualitative factors- Company and Industry, Financial Statement Analysis, Financial Ratio Analysis, Other Important sections in Financial filings, Income statement, Balance Sheet, use of Valuation techniques, Basic Assumptions, Fundamental Analysis, Use of Trend, Support v-s Resistance, Introduction to charting, Chart Types, Chart Patterns, Moving Averages, Indicators and Oscillators.

**Reference Books:**

1. Chandra, Prasanna. (2011). *Investment Analysis and Portfolio Management (*4th ed.). McGraw Hill.
2. Bodie, Kane, Marcus and Mohanty. (2009). *Investments* (8th ed.). Tata Mc. Graw Hill.
3. Taxman. (2011). *Securities Markets & Products, Finance Indian Institute of Banking* (2nd ed.). Taxman Publications.
4. Kevin, S. (2009). *Portfolio Management* (2nd ed.). Phi Learning.
5. Frank, Fabozzi J. (2009). *Institutional Investment Management* (2nd ed.). John Wiley and Sons.
6. Smithson, Charles. (2003). *Credit Portfolio Management* (2nd ed.). John Wiley and Sons.
7. Strong, Robert A. (2009). *Portfolio Construction, Management, and Protection* (5th ed.). South Western Cenage Learning.
8. Hull, John C. (2013). *Fundamentals of Futures and Options Markets* (8th ed.). Prentice Hall.

**Year: II Semester: III**

**Specialisation 1.5 (Financial Management): Financial Modeling using Excel**

**Subject Code: MMS304**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

At the end of this subject student will be able to Implement financial models using Excel and VBA; Familiarise with a number of financial modelling methods, including present and future value, matrix calculations, optimisation, regression analysis, simulation and the event study methodology. (These methods are applied to a range of practical problems in finance, including portfolio optimisation, financial statement modelling, performance measurement, risk management and option pricing.).

**Module 1: Introduction                                  6 Hours**

Understanding Finance Functions present in Excel: Annuity Functions, Investment analysis functions, Bond Functions, Depreciation Functions. Making Decisions: Examples of creating Decision making formulas (Income tax calculator), Looking up values and conditional formatting.

Analysing databases using Sort, Filter and Pivot Tables.

**Case Exercises/ Practical Assignments/Activities                                                              6 Hours**

**Module 2: Sensitivity Analysis using Excel 6 Hours**

Scenario Manager, Other Sensitivity Analysis Features, Goal Seek, Data Tables.

**Case Exercises/ Practical Assignments/Activities                                               6 Hours**

**Module 3: Simulation using Excel                        6 Hours**

Different Statistical Distributions used in Simulation. Generating Random Numbers that follow a particular distribution. Building Models in Finance using Simulation.

**Case Exercises/ Practical Assignments/Activities                                              6 Hours**

**Module 4: Financial Models Part-1                                            6 Hours**

Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analysing Financial Statements by using Spreadsheet Model.

**Case Exercises/ Practical Assignments/Activities                                               6 Hours**

**Module 5: Financial Models Part-2 6 Hours**

Time Value of Money: Loan Ammortization Table. Financial Planning & Investments: Retirement Planner, Portfolio Structuring. Bond Pricing. Option and Option Portfolio: Option Payoffs at Expiration.

**Case Exercises/ Practical Assignments/Activities                                               6 Hours**

**Reference Books:**

1. Benninga, S. (2008). *Financial Modelling* (3rd ed.). Massachusetts: MIT Press.
2. Swan, Jonathan. (2005). *Practical Financial Modelling a guide to current practice* (2nd ed.). CIMA publishing Publication.
3. Musiela, Marek and Rutkowski, Marek. (2005). *Models in Financial Modelling* (2nded.).Springer.
4. Sengupta, Chandan. (2014). *Financial Analysis and Modeling Using Excel and VBA*. Wiley.

**Year: II Semester: III**

**Specialisation 1.6 (Financial Management): Economic Legislation**

**Subject Code: MMS305**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

At the end of this subject, students will be able to know about some of the companies act, FEMA. Copyrights act and patents act which are in practice.

**Module 1: Economics and Law 12 Hours**

Interrelationships - Meaning and Importance of Economic Laws, Consumer Protection Act 1986, Purpose, Salient Features, Organizational set-up and Grievance Redressal Mechanism.

**Module 2: Competition Act, 2002 12 Hours**

Purpose - Salient Features, Complaint and Procedures for Redressal.

**Module 3: Foreign Exchange Management Act, 1999 12 Hours**

Purpose - General Procedures, Provisions pertaining to Foreign Currency Accounts, Restrictions on Dealings in Foreign Currency and Securities, Non-restricted and Restricted Current Account Transactions. Capital Account Transactions, Acquisition and Transfer of immovable property in and outside India.

**Module 4: Copyrights Act, 1957 12 Hours**

Intellectual Property Rights, Intellectual Property Rights and World Trade Organization, Purpose - Ownership of Copyrights, Rights of Owners and Rights of Others, Registration of Copyrights and its Infringement, Remedies under Copyrights Act.

**Module 5: Patents Act, 1970 12 Hours**

Background - Concept of Patent, Procedural aspects of filing of patents, Procedure after filing of Patents and Other provisions of the Act.

**Reference Books:**

1. Datey,V. S. (2006). *Students Guide to Economic Laws*. New Delhi: Taxman.
2. Granstrand, Ove. (2003). *Law and Intellectual Property: Seeking Strategies for Research and Teaching in a Developing Field.* Kluwer Academic Publishers, Boston.
3. Gopalakrishnan, K. C. (2002). L*egal Economics (Interactional Dimensions- Economics and Law).* Eastern Book Company, Lucknow.
4. Medema, Steven G. and Mercuro, Nicholas. (1998). *Economics and the Law: From Posner to Post-Modernism.* New Jersey: Princeton University Press.
5. Oppenheimer, Margaret and Nicholas, Mercuro. (2005). *Law and Economics: Alternative Economic Approaches to Legal and Regulatory Issues.* New York: M. E. Sharpe, Armonk.
6. Reddy, G. B. (2002). *Law of Consumer Protection in India*. Hyderabad: Gogia Law Agency.
7. Taxman. (2006). *Economic Laws*. New Delhi: Taxman Allied Services.
8. Wadehra, B. L. (2003). *Intellectual Property Law Handbook: Law Relating to Patents, Trade Marks, Copyrights, Design & Geographical Indications*. Delhi: Universal Law Publishing Co.

**Year: II Semester: III**

**Specialisation 2.4 (International Business): New Media**

**Subject Code: MMS303**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

To gain a clear understanding of the scope and power of new media in the business world and to learn to plan the digital marketing strategy for businesses to effectively leverage the power of new media to influence decisions.

**Module 1: Basics of Marketing Communications 10 Hours**

Communications with the consumer, Design the Communication, Select the Communication Channels, Marketing Communications Mix, Measuring Communication Results, Managing the Integrated Marketing Communications.

**Module 2: Digital Media**   **12 Hours**

Interactive Marketing, Placing Ads and Promotions Online, Web Sites, Micro sites, Search Ads, Display Ads, Interstitials, Internet-Specific Ads and Videos, Sponsorships, Online Communities, E-Mail, Mobile Marketing, Word Of Mouth, Buzz And Viral Marketing.

**Module 3: Planning the Digital Marketing Strategy**  **12 Hours**

Ways in which Technology is Influencing Consumer Behaviour, Understanding the digital consumer, Key Traits of the Online Consumer, Business and Digital Marketing, Websites, Search engines, Optimising a web site.

**Module 4: Social Media Marketing**  **12 Hours**

Social Media Marketing, The Advantages of Using Social Media, Social Bookmarking Sites, Social Media Submission Sites, Forums and Discussion Sites, Media Sharing Sites, Reviews and Ratings Sites, Social Network Sites, Blogs, Podcasts, Micro-Blogging, Wikis, Email Marketing Campaign.

**Module 5: New Media for Global Businesses 14 Hours**

Rules of Engaging with Consumers on Social Media, Marketing to the global consumer, Use of new media by International businesses, New Media for B2C and B2B communications. Case studies.

**References Books:**

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham and Jha, Mithileshwar. (2009). *Marketing Management*. A South Asian Perspective. Dorling Kindersley (India) Pvt. Ltd.
2. Ryan, Damian and Jones, Calvin. (2009). *Understanding Digital Marketing. Marketing strategies for engaging the digital generation*. Kogan Page Limited.
3. Bijapurkar, Rama. (2007).W*e are like that only. Understanding the logic of Consumer India*. Penguin Group.
4. Baines, Paul; Fill, Chris and Page, Kelly. (2008). *Marketing.* Oxford University Press.
5. Armstrong, Gary and Harker Michael; Kotler, Philip and Brennan, Ross. (2009). *Marketing. An Introduction*. Financial Times Prentice Hall.

**Year: II Semester: III**

**Specialisation 2.5 (International Business): Retail and Supply Chain Management**

**Subject Code: MMS304**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

To learn the functioning of the retail business and understand the dynamics of the retail environment.

To gain a deep understanding of supply chains and learn to devise and set up supply chains to gain competitive business edge.

**Module 1: Retail Industry and Business Operations 10 Hours**

Retail, Various formats of retail, Retail Mix, Changes in the Retail Industry, Business Factors that affect Retail industry, Marketing in Retail Stores, Various aspects related to Retail stores and operations - Design & layout, Visual Merchandising & Planograms.

**Module 2: Retail Supply Chain 12 Hours**

Retail and Supply chains, Evolution of Supply Chains, The Role of Supply Chain Management, Decisions that Determine the Nature of Supply Chains, Retail Supply Chain Management, Aligning the Supply Chain with Business Strategy, Understand the Targeted Market, Define Core Competencies of the Company, Develop Supply Chain Capabilities as Required.

**Module 3: Supply Chain Management for Retail** **10 Hours**

The Importance of Replenishment Models in Retail Supply Chains, Merchandise Types: Staple versus Fashion, Staple or Functional Products, Fashion or Innovative Products, Merchandise Budget: Preparing a Merchandise Budget, Supply Chain Change Drivers& modern trends and challenges in national & global scenario.

**Module 4: Partnership Models in Retail Supply Chain 10 Hours**

The Product Life Cycle in SCM perspective, Innovative and Functional Products, Market Mediation Costs. The Roles in the Supply Chain Network, Traditional and Emerging Supply Chain Partnership Models, 3 PL & 4 PL, SCM Collaboration & Capacity building, Continuous Improvement Model for the Demand-Drive.

**Module 5: Supply Chain Management for Changing Market Scenario 18 Hours**

Supply Chain Management Design in the Changing Market Scenario, Dimensions, Role of Specifications in Supply Chain Design, Supply Chain Risks, Location/Trading-Partner Selection Risks, External Supply Chain Production/Logistics Risks, Internal Supply Chain Production/Logistics Risks, concurrent trends in Inventory management, Material handling, distribution practices & Retail Warehousing, Supply chain Metrics- Methods, evaluation & control.

**Reference Books:**

1. Sunil, Chopra and Peter, Meindl. (2007). *Supply Chain Management – Strategy, Planning and Operation,* (3rd ed.). New York: Pearson/PHI.
2. Coyle, Bardi and Longley. (2006). *The management of Business Logistics – A supply Chain Perspective*. Thomson Press.
3. Mentzer, John. T. (2001). *Supply Chain Management*. Sage Publications, Inc.
4. Ayers, James B. And Odegaard, M. A. (2008). *Retail Supply Chain Management*. Auerbach Publications.
5. Agarwal, Narendra and Smith, S. A. (2009). *Retail Supply Chain Management: Quantitative Models and Empirical Studies*. Springer.
6. Hugos, Michael H. and Thomas, Chris. (2005). *Supply chain management in the retail industry*. John Wiley & Sons, Inc.
7. Levesque, Peter J. (2011). *The Shipping Point: The Rise of China and the Future of Retail Supply Chain Management*. John Wiley & Sons, Inc.
8. Soderquist, Don. (2005). *The Wal-Mart Way: The Inside Story Of The Success Of The World's Largest Company.* Thomas Nelson Inc.

**Year: II Semester: III**

**Specialisation 2.6 (International Business): Ideation and Creative Expression**

**Subject Code: MMS305**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

To enable the students to learn to generate and develop ideas to solve business problems and to help students see varied perspectives in everyday lives and business situations to reach innovative solutions for business issues.

**Module 1: Basics of Ideation 10 Hours**

Ideas – Principles and Definitions, Areas of Human Endeavour, The Idea in Art, The Idea in Science, The Idea in Problem Solving, Ideas and Nature, Nature as a Problem Solver, Best Ideas of the 20th Century, Articulating the problem.

**Module 2: Ideation Techniques 14 Hours**

Ideation Techniques, Mind Mapping, Brainstorming, Random Association, Problem Reversal, Forced Analogy, Assumption Smashing, Attribute Listing, Lateral Thinking, 100 Boxes, Hive Mind, Ideation Techniques – De Bono, Lateral Thinking, Creativity and New Ideas, Random Entry Idea Generating Tool, Provocation Idea Generating Tool, Challenge Idea Generating Tool, Concept Fan Idea Generating Tool, Six Thinking Hats, Separating Idea from Execution, The Ideation Stage, The Three Parameters, Roger Oech’s Four Creative Personalities.

**Module 3: Design Basics and Its Application 12 Hours**

What is Design, Form and Function, Affecting Product Designs, Ideas to Make Designs More Welcoming, Ideas to Make Designs More Aesthetic, Ways to Enhance the Usability of a Design, Other Ideas to make Better Design Decisions, The Future of Design.

**Module 4: Ideas in Business World 12 Hours**

Ideas and Advertising, the Purposes of Advertising, Types of Ads, Advertising Brief, Executing an Idea – Mandatory Issues and Constraints, What after the Brief? Selling an Idea – Conflict Resolution and the Art of Compromise, Idea of a Brand, What is Not a Brand? Difference between a Product and a Brand, The Connection between a Brand and its Advertising, Brand Ideas as Owned or Seen by Consumers, The Future or Lack Thereof of Brands.

**Module 5: Ideas in Communication 12 Hours**

Ideas, Communication and Media, The Symbol, Art of Propaganda, Politicization and Commercialization of News, Media Explosion – Indian and Global Content, Ideas in Digital Media, Innovative Media campaigns, Case studies.

**Reference Books:**

1. Lidwell, William; Holden, Kritina and Butler, Jill. (2010). *Universal Principles of Design*. Rockport Publishers.
2. Papanek, Victor. (2000). *Design for the Real World: Human Ecology and Social Change.* Thames & Hudson.
3. Norman, Donald A. (2004). *Emotional Design: Why We Love (or Hate) Everyday Things.* Basic Books.
4. Norman, Donald A. (2002). *The Design of Everyday Things.* Basic Books.
5. Oech, Roger Von. (1998). *A Whack on the Side of the Head: How You Can Be More Creative.* Business Plus.
6. Bono, Edward de. (1999). *Six Thinking Hats,* (2nd ed.). Back Bay Books.
7. Bono, Edward de. (1973). *Lateral thinking: Creativity Step by Step.* Harper Colophon.
8. Bono. Edward de. (1992). *Serious Creativity: Using the Power Of Lateral Thinking To Create New Ideas.* Harper Business.
9. Oech, Roger Von. (1986). *A Kick in the Seat of the Pants: Using Your Explorer, Artist, Judge & Warrior to Be More Creative*. Perennial Library.

**Year: II Semester: IV**

**Subject: Leadership and Its Practices**

**Subject Code: MMS401**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

No management course can be complete without a detailed coverage of Leadership and its nuances. The subject of leadership---in conceptual form as well as its practice is one of the most crucial and must be studied by the students; the source and contours and practice of leadership; trends in leadership and its styles.

**Module 1: Introduction to Leadership and Leadership Theories 8 Hours**

Introduction to Leadership, attributes of successful leader, evolution of leadership over the years Theoretical Concepts of Leadership, LMX theory, Path goal theory, Other Theories on Leadership, Leadership Styles, Autocratic, Persuasive, Consultative, Democratic, Delegative Leadership, myths about leadership.

**Module 2: Leadership and Management**  **14 Hours**

Leadership in Business Organizations, Dynamics between Leadership and Management, Leadership Qualities, Leadership Examples in Business World, Leadership Styles in India, Creating a Sense of Mission, Engaging through transparency and accountability, Empowering through communication, Invest on Training, Emotional Intelligence, Evaluating Emotional Intelligence, The Five Components of Emotional Intelligence at Work, Learning Emotional Intelligence.

Learning Leadership, Critical Aspects of Leadership, How People Become Real Leaders, Planning, Trust, Connection, Empowerment, Priorities, Growth and Legacy, Leadership Techniques, Vision, Inspiration, Momentum, Preparing for Leadership, Creating Vision, Creating Inspiration, Generating Momentum, Leading and Managing Teams.

**Module 3: Lessons in Leadership 12 Hours**

Military Leadership, Leadership in Crisis – A Case Study, Lessons in Leadership, Put your people first, Be flexible in tactics, Choose your people carefully, Sustain optimism in the face of adversity, Lead by example, Exercise caution in pursuit of the goal, Decision Making, Preparation and Experience, Conviction and Courage, Leadership in Sports, Cycle of Winning, The Environment within a High Performing Team, The Breaking of the Winning Cycle, Internal Factors, Effect of External Changes, The Attitude of Successful Teams, Goal-Setting for Teams.

**Module 4: Lessons from Leaders**  **12 Hours**

Business Leadership, Leadership Lessons, Embrace change, Get Employees to Perform at High Levels, Hire the Right People, Stay True to Your Vision, Never Give Up, Lessons from Indian Business Leaders, Future of Leadership, Changes in Organizational Structures, Leaders for New Organizations, Leadership at All Levels, A New Paradigm of Leadership, Leader Integrator – A Case Study.

**Module 5: Global Leadership Perspective 14 Hours**

Historical and contemporary international events, trends and processes that affect global leadership, Analyze leadership theories in the context of globalization and leadership abroad, Universal characteristics of good and bad leadership, Explore and interpret ethical, cultural, societal, religious, political differences on the world stage that create differing perspectives of leadership, Effective leadership strategies used in various communities, organizations and groups in selected areas of the world, Compare and contrast perspectives of leadership within differing global contexts. Cases.

**Reference Books**:

1. Palestini, Robert H. (2009). *Leadership Theory to Practice*: A Game Plan for Success as a Leader. Rowman & Littlefield Education.
2. Northouse, Peter G. (2012). *Authentic Leadership Theory and Practice: Origins, Effects And Leadership: Theory And Practice*. (5th ed.). Sage South Asia.
3. Gill, Roger. (2006). *Theory and Practice of Leadership.* Sage Publications.

**Year: II Semester: IV**

**Specialisation 1.7 (Financial Management): Management and Marketing of Financial Services and Products**

**Subject Code: MMS402**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

At the end of this subject , student will understand effective marketing of financial services, segmenting the customers, designing marketing strategies understand the psyche of the end user in designing a customized product; explain the fundamental concepts of managing and marketing of financial services.

**Module 1: Marketing of Financial Products – An Introduction 12 Hours**

Meaning, Financial Products in the Services Spectrum, the Business Environment of the BFSI Sector, Marketing Financial Products, Transformation in Marketing Practices, Customer Focus in Marketing Financial Products: Consumer Behaviour, Marketing and Strategy, the Role of Marketing Research, Market Segmentation, Target Market, Selection, Positioning, the Customer Service Imperative.

**Module 2: Product Management and Customer Relationship Management 10 Hours**

Introduction, Meaning, The Product Concept and Product Management, Importance of CRM in Marketing Financial Products, CRM and Relationship Marketing, CRM Concepts, CRM Implementation and Evaluation.

**Module 3: Corporate Banking and Retail Banking 12 Hours**

Customers and relationships in Corporate Banking, the Product Mix, New Product Development and Innovation, Pricing, Promotion, Distribution, the SME Segment. Retail Banking in India, Types of Retail Banking Products, New Product Development, Pricing, Promotion, Distribution, Cross Selling; Credit Cards: Branding, Pricing, Promotional Mix, Distribution, the Current Scenario.

**Module 4: Life Insurance and non Life Insurance Marketing. 12 Hours**

Non life Insurance: Product Range in Non life Insurance, Product Planning and Development, Pricing of Non life Insurance Products, Promotional Mix, Distribution, the Current Scenario. Life Insurance, Small Savings and Retirement Planning: Introduction, Meaning, Product Range in Life Insurance, New Product Development and Branding of Life Insurance Products, Pricing of Life Insurance Products, Promotional Mix in Life Insurance Marketing, Distribution Channels for Life Insurance Products.

**Module 5: Selling Financial Products 14 Hours**

Marketing Strategy: Positioning of banking products, analyzing the product range, Launching new financial offerings, marketing channels. Identifying banking Client Needs: Listening to your client, Non-verbal communication, Need Reinforcement Questions, The Questioning Structure, Uncovering sales opportunities. Cold-Calling for Financial Services: Targeting clients, Preparing to cold-call, writing pre-call letters, Handling the initial call, Overcoming call resistance. Relationship Management: Getting the appointment, Building the relationship, The face to face meeting, Gaining commitment, When and how often to follow up, Measuring the stability of the relationship. Closing the Deal: Handling client resistance, Objection-handling, Appropriate closing techniques. Managing sales Teams: Motivating salespeople, Performance management, agreeing targets.

**Reference Books:**

1. Winston, William J. (2006). *Marketing for Financial Services,* 1. Haworth press Inc.
2. Kotler, Philip; Armstrong, Gary; Agnihotri, Prafulla Y. and Haque, Ehsan ul. (2010). *Principles of Marketing: A South Asian Perspective (13th ed.).* New York:Pearson Prentice Hall.
3. Pezzullo, Mary Ann. (2008). Marketing Financial Services, (1st ed.). American bankers association.
4. Arora, Sangeetha. (2008). *Marketing of Financial Services* (2nd ed.). Deep and Deep publications.
5. Guptha, V. K. (2009). *Marketing of Financial Services* (3rd ed.). Mohit publications.

**Year: II Semester: IV**

**Specialisation 1.8 (Financial Management): Financial Planning and Wealth Management**

**Subject Code: MMS403**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

At the end of this subject student will be able to familiarize themselves with the concepts of asset allocation that helps in diversifying risk across assets and mitigating systematic & unsystematic risk and how personal finances are managed across retail and HNI customers, the art of constructing stocks & mutual fund portfolios; fundamental concepts of managing wealth that helps in preserving wealth as well as creating wealth.

**Module 1: Introduction to Investment Planning 12 Hours**

Introduction, Meaning, Investment risk, Definition of risk, Types of risk, Diversifiable and un-diversifiable risk, Measuring Risk, Product diversification, Time diversification, hedging, Returns, Relationship between risk and return.

**Module 2: Investment Vehicles 12 Hours**

Introduction, Concept, structure, returns measurement (income and/or capital gains), tradability, Small saving’s, Fixed income instruments, Securities - Government securities, Corporate Securities, Deposits - Bank deposits, Corporate deposits, Mutual funds, Investment strategies - regulation of an investment advisor.

**Module 3: Financial Planning Process 10 Hours**

Establishing client planner relationship - gathering client data - determining goals and expectations. Determining the client’s financial status by analyzing and evaluating the client's information.

**Module 4: Introduction to Insurance Planning and Retirement Planning 14 Hours**

Insurance and Risk, Risk analysis Process, Legal principles in insurance, The Insurance contract, Legal Liability, Personal property and liability insurance, Life insurance needs analysis, Life Insurance policy selection, Annuities Medical insurance, insurance of business risk Implementing and reviewing client’s insurance, Environment of an Insurance Advisor Insurance Companies Insurance Pricing. Introduction to Retirement Planning: Introduction, Meaning, Issues in retirement planning, Wealth creation. Types of plans Defined benefit plans- Gratuity and the Payment of Gratuity Act, 1972, Defined contribution plans- Statutory provident fund, Provident Fund Act, 1925, Recognized provident fund, Unrecognized provident fund, Superannuation and other retirement plans. Retirement Planning and Strategies: Introduction, Retirement needs analysis, Retirement income streams, Post-retirement counseling, Pension sector reforms, Need for reforms, Reform proposals.

**Module 5: Introduction to Taxation Planning 12 Hours**

Tax Planning Considerations - Ethical considerations in tax planning, Tax compliance matters, and taxation terminology. Tax Computations: Tax calculations and special rules, Non Resident Indians, Heads of income, Tax Planning Strategies, Tax relief, Tax management techniques.

**Reference Books:**

1. Sinha, Madhu. (2012). Financial Planning (1st ed.). McGraw Hill.
2. Evensky, Harold. (1996). *Wealth Management: The Financial Advisor's Guide to Investing and Managing Client Assets* (1st ed.) McGraw hill.
3. Brigham, Eugene F. and Houston, Joel F. (2009). *Fundamentals of Financial Management* (12th ed.) Cengage Learning.
4. Bagchi, S. K. (2009). *Wealth Management.* (1st ed.). Jaico Publishing House.
5. Dun, Bradstreet. (2009). *Wealth Management.* (1st ed.). McGraw Hill.
6. Sinha, Madhu (2008). *Financial PlanningA Ready to Reckoner* (1st ed.). McGraw Hill.
7. Rejda, George E. (2010). *Principles of Risk Management and Insurance*. (10th ed.). Pearson education.

**Year: II Semester: IV**

**Specialisation 1.9 (Financial Management): International Financial Management**

**Subject Code: MMS404**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

At the end of this subject student will be able to familiarize with the environment of international finance and its implications on international business and analyse the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting, define and measure foreign exchange risks and to identify risk management strategies, explore the sources of long term finance and design financial strategies and integrate the global developments with the changing business environment in India.

**Module 1: Introduction to International Finance 12 Hours**

Meaning, Importance, Nature and characteristics of International Business, Globalization and India's financial sector reforms, Scope of International finance, Role of World Bank, IMF and SDR. Trade settlement methods, Export Finance, Balance of payments(determination of current account, capital account & ORA)-[International Trade](http://www.indiastudychannel.com/resources/36505-VTU-MBA-Syllabus-INTERNATIONAL-FINANCIAL.aspx) flows-International, Capital Flows-Agencies that facilitate International flows – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits.

**Module 2: The Foreign Exchange Market 12 Hours**

Function and Structure of the FOREX markets, Foreign exchange market participants, Types of transactions and Settlements dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, and determination of exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior -Cross Rates- -Arbitrage profit in foreign exchange markets, Swift Mechanism and Triangular arbitrage.

**Module 3: Foreign Exchange Exposure 10 Hours**

Meaning of exposure. Management of Transaction exposure - Translation exposure - Economic exposure - Political Exposure and Interest rate exposure.

**Module 4: International Parity Relationship and International Monetary System 14 Hours**

Interest rate parity - Purchasing power parity - Fishers effect and International Fishers effect. Monetary Models: Meaning, The basic background to the monetary models of exchange-rate determination, evolution, The common characteristic and significant differences between the models, The flexible-price monetary model, The sticky-price monetary model, The real interest-rate differential model, Implications of the monetary views of exchange rate determination.

**Module 5: Foreign Exchange Risk Management 12 Hours**

Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap- Hedging through currency of invoicing- Hedging through mixed currency invoicing – Country risk analysis.

**Reference Books:**

1. Madura, Jeff. (2011). *International Financial Management* (2nd ed.). Cengage Learning.
2. Sharan, Vyuptakesh. (2011). *International Financial Management* (5th ed.). PHI.
3. Apte, P. G. (2010). *International Finance Management* (1st ed.). McGraw Hill.
4. Holland, John. (1997). *International Finance Management* (2nd ed.). Oxford: Blackwell Publication.
5. Shapiro. (2008). *International Finance* (1st ed.). Wiley India Pvt Ltd.

**Year: II Semester: III**

**Specialisation 1.10 (Financial Management): Rural Banking and Micro Finance**

**Subject Code: MMS405**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

At the end of this subject, students will understand the increased role and potential of rural India in the country’s economic developments and be familiarized with Operational aspects of microfinance.

**Module 1: Rural Banking 12 Hours**

Rural India: Definitions of rural areas and spread of population in India, Rural economy, rural employment, rural poverty, agricultural reforms, rural credit. Panchayat raj and local Governance. Government Initiatives for rural development: Agricultural credit, banking reforms and rural credit, Reasons for establishment of Regional Rural Banks (RRBs), Functions of RRBs, Principles of cooperation, Evolution of cooperative credit system, Reserve Bank of India’s policy and functions in Rural Banking. National Bank for Agriculture and Rural Development (NABARD), the District Industries Center (DIC), Small Industries Development Bank of India (SIDBI), Lead Bank Scheme, Government Schemes for Rural Development, Self Employment and Entrepreneurship Development.

**Module 2: Agricultural Finance in India 12 Hours**

Credit sources to agriculture and allied activities, agricultural credit in post economic reforms era. agricultural advances and National agricultural insurance scheme. Recovery and NPAs in Agricultural Sector.

**Module 3: Agricultural Term Loans 12 Hours**

Agricultural Term Loans, land development loans, Loans for Minor Irrigation, Dugwell Scheme/Development of Old Well Scheme, Procedure for availment of Refinance, and Development Loans for Plantation/Horticulture. Agricultural Marketing in India: Overview of Agricultural Marketing, Agricultural Marketing system, Agricultural Marketing credit in India. Role of Small-Scale industries Rural and Small-Scale industries, Credit Support for SSI/Tiny sector/Agro-Rural industries, Role of SFCs in the development of Small-Scale industries. MIS in Banks: Rural Informatics, information systems (IS) Applications, Geographical Information System (GIS) Applications.

**Module 4: Perspectives of Microfinance**  **12 Hours**

Concept of micro finance and rural poverty. Microfinance as a Tool for Development, Evolution and character of microfinance in India. Models of Microfinance, Legal and regulatory framework, emerging issues. Operational aspects of microfinance: Accounting and financial reporting. Financial Analysis. Revenue model, operating costs and efficiency, Products and services, Basics of Banking. Risk Management in Microfinance, Priority Sector norms / lending. Other Issues / Circulars.

**Module 5: Financial Inclusion 12 Hours**

What is 'Financial Inclusion Areas of concern by banks RBI's Policy on 'Financial Inclusion No-Frills' Account, Simplification of 'Know Your Customer (KYC)' Norms, Ensuring reasonableness of bank charges.

**Reference Books**

1. Misra, Biswa Swarup. (2012). *Regional Rural Banks in India* (1st ed.). VDM Verlag.
2. Kapoor, Pratima. (2006). *Rural Banking in India* (3rd ed.). Shubhi Publications.
3. Chakraborty, Manas. (2011). *Rural Banking in India* (2nd ed.). New Century Publications.
4. Shekhar, Himanshu. (1997). *Regional Rural Banks* (3rd ed.). Radha Publication.
5. Renu, Tyagi. (2006). *Role of Banks for Rural Development in India* (2nd ed.). Sarup and Sons.
6. Arunachalam, P. (2010). *Micro finance in India*. Serials publications.
7. Desai, Vasant. (2005). *Rural Development in India* (2nd ed.). Himalaya Publishing House.

**Year: II Semester: IV**

**Specialisation 2.7 (International Business): Trends in Brands and Business**

**Subject Code: MMS402**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

To help students gain conceptually deep understanding of branding and its associated factors and to also make the students aware of the latest trends in branding in domestic and global front.

**Module 1: Basics of Brands and Business**  **12 Hours**

Branding and brands - consumer benefits---Rational Vs Sensory Vs Emotional. Maslow’s hierarchy. Consumer needs Vs Wants and the social and family implications. Emergence of new consumer classes and the potential conflicts between generations. Brand Equity & Brand Ideas & Brand Positioning. Branding beyond commerce—politics & religion & charity.

**Module 2: Brand Identity** **10 Hours**

Brand Identity & Logos & Colours & Images. The brand base line, the role of visual and audio properties. Brand promise & Brand Personality. Brand Image, Differentiation, and competitive advantage through Branding.

**Module 3: Market Opportunities and Brand Positioning** **12 Hours**

How to identify opportunities? What is latent need? How to anticipate emerging and changing needs? The foundations of Brand — Consumer relationship, the evolving shift of power and influence, Brand positioning statement.

**Module 4: Role of Brands in Global Businesses** **12 Hours**

The power of brands, Emotional leverage of brands, Branding to meet the needs of consumers across borders, no Logo and Pro Logo, Sustainability of brands, Repositioning of Brands, Branding mistakes due to cultural negligence.

**Module 5: Latest Trends in Brands and Business**  **14 Hours**

Latest Trends in Branding, Consumer Trends that have affected Branding strategies, Application of Technology in Branding, Branding strategies for changing consumer attitudes, Case studies.

**Reference Books:**

1. Walker, Rob. (2007). *Buying In: What We Buy And Who We Are*. Random House.
2. Davenport, Thomas. (2002). *The Attention Economy, Understanding the New Currency of Business*. Harvard Business School Press.
3. Kumar & Steenkamp. (2007). *Private Label Strategy*. Harvard Business School Publishing (India) Pvt Ltd.
4. David, Arnold. (1992). *A Hand Book of Brand Management*. Addison Wesley.
5. Elliot, Richard & Percy, Larry. (2002). *Strategic Brand Management*. OUP.
6. Mazzalovo. (2002). *Luxury Brand Management*. John Wiley & Sons.
7. Riezobos et al. (2008). *Brand Management: A Theoretical and Practical Approach*. Prentice Hall.
8. Kotler, Philip and Pfoertsch et al. (2006). *B2B Brand Management*. Springer Berlin.

**Year: II Semester: IV**

**Specialisation 2.8 (International Business): Multi-cultural Negotiations**

**Subject Code: MMS403**

**Total Lecture Hours: 60 – (4 Hours per Week)Credits: 4**

**Learning Objectives:**

To introduce students to the principles of the business negotiation, to the existing socio-cultural differences in the international environment and their influence on the strategy and tactics in the business negotiation with foreign partners in different regions. Upon the completion of this course, students will be able to cope with the main rules and approaches to the business negotiation and existing strategies and tactics. They will have knowledge of the main cross-cultural differences and factors influencing the international business negotiation and will be prepared to negotiate with foreign partners considering existing specifics in different regions and countries.

**Module 1: Culture and its role in Negotiation**   **10 Hours**

Culture - its definition and characteristics. Cultural factors and specifics, their possible consequences and influence on different aspects of business, Personality of a successful negotiator. Impact of different culturals on multi-cultural negotiation.

**Module 2: Concept and Process of Negotiation** **12 Hours**

The Negotiation Process, Environmental Context of International Negotiations, Managing Negotiation and Conflict Ethics in International Negotiations, What is Decision-Making? The Decision-Making Process, Internal and External Factors Implications for Managers.

Process of negotiation - main attributes and stages, Preparation for and planning of the business negotiation, Rules of effective persuasion. Breaking through "culture shock". Problem of concessions, ways to break deadlocks, position of strength, International negotiations - main aspects, comparison of different negotiating styles.

**Module 3: Tactics of Negotiation 10 Hours**

Essentials of Negotiation, Negotiation Planning, Distributive Strategy/Tactics, Integrative Strategy/Tactics, Developing a negotiation style, Establishing Trust-Building Relationships, Power, Persuasion, Ethics, Creativity, Problem solving, Decision Traps, Multiple Parties, Coalitions and Teams.

**Module 4: Negotiation and Decision Making 14 Hours**

Process of negotiation and decision-making and their significance for multinational and global corporations, Environmental context of international business negotiations and the concept of multinational negotiating strength, Various patterns of negotiation and conflict resolution in different national and cultural contexts, Influence of national and cultural variations in decision-making.

**Module 5: Problem of Culture in Negotiation 14 Hours**

The problem of culture in negotiation and conflict resolution, Managing in multi-cultural environments, Cultural variables and negotiation – general, Developing intercultural effectiveness, Inter-group conflict resolution – theory and practice. Cases.

**Reference Books**:

1. Cohen. (2001). Resolving Conflict Across Languages, pp. 17-34, *Negotiation.* Journal, Jan.
2. Black and Avruch. “Culture and International Negotiations,” pp. 34-56, in Jacquin-Berdal et al, eds.
3. *Culture in World Politics*. (1998). NY: St. Martin’s Press.
4. Cohen, “Conflict Resolution across Cultures: Bridging the Gap,” pp. 120-125, in ibid.
5. Sebenius. (2002). "The Hidden Challenge of Cross-Border Negotiations," p. 80, *Harvard Bus*. *Rev*.
6. Thiederman. (1991). Bridging Cultural Barriers for Corporate Success: How to Manage the Multicultural Work Force, pp. 126-143. NY, NY: Lexington Books.
7. Harris & Moran. (1988). Managing Cultural Differences, (3rd ed.) pp. 83-87, 59-60, 79-80,, Houston, TX: Gulf Publishing Company.
8. Salacuse. (1993). "Implications for Practitioners," pp. 204-208, Faure & Rubin, eds. Culture and Negotiation: The Resolution of Water Disputes, Newbury Park, CA: Sage Publications.
9. Chataway. (1998). "Track II Diplomacy: From a Track I Perspective", pp. 269-285, Negotiation Journal, July.

**Year: II Semester: IV**

**Specialisation 2.9 (International Business): Brand Content and Media**

**Subject Code: MMS404**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

To help students in understanding the Brand content – its entertainment, its story and retail in branding and also helping the students in understanding the media monetization and different media sources.

**Module 1: Introduction to Branded Content 12 Hours**

Introduction to Branded Content, Branded Content – The New Form of Entertainment, From Placement to Entertainment, The Brand Integration Continuum, Successful Brand Integration, Fit: Does the Brand Have a Powerful Image? Focus: The Balancing Act, Fame: Publicity Beyond Placement.

**Module 2: Brand Story Telling 12 Hours**

Extending the Reach of Branded Entertainment, Future of Branded Entertainment, Brands and Storytelling, Brands and Storytelling, Stories Produce Experiences, Stories Reveal the Uniqueness of the Message, Eight Storytelling Tips to Enhance Content Marketing, Discovering the Brand Story, Designing and Executing the Brand Story.

**Module 3: Retail Branding 12 Hours**

Retail as a branding interface; the importance of points of purchase as well as points of consumption; can retail be an advocacy channel; the importance of salesmanship at retail across different product categories, Integrated media offering—opportunities & requirements.

**Module 4: Brand Media 12 Hours**

Media monetization in the era of technology; implications of content creators, technology & broad-band’s impact on communication & branding; challenges & opportunities in the interactive & mobile space; trends in brand conversations & advocacy.

**Module 5: Sources of Media and Branding 12 Hours**

Different media sources & their differing credibility & influence across different communication tasks; media neutrality & source authority & expertise, Globalizing of media appeals; what is loyalty in the interactive era; brand placement v/s branded content; broad vs. narrow cast media. The changes in the business of media; challenges & how different media owners have responded.

**Reference Books:**

1. Garfield, Norton Fausto. (2011). *Branded Content*. Anim Publishing.
2. Pulizzi, Joe and Rose, Robert. (2011). *Managing Content Marketing: The Real-World Guide for Creating Passionate Subscribers to Your Brand*. CMI Books.
3. Arnhold, Ulrike. (2010). *User Generated Branding: Integrating User Generated Content Into Brand Management.* Gabler Verlag.
4. Lafley, A. G. and Roberts*,* Kevin. (2005). *Lovemarks: The Future Beyond Brands*. Powerhouse Books.
5. O'Connor, Rory. (2012). Friends, *Followers and the Future: How Social Media Are Changing Politics, Threatening Big Brands, and Killing Traditional Media*. City Lights Books.
6. Hanlon, Patrick. (2006). *Primal Branding: Create Zealots For Your Brand, Your Company, And Your Future*. Free Press.
7. Mathieson, Rick. (2005). *Branding Unbound: The Future of Advertising, Sales, and the Brand Experience in the Wireless Age*. American Management Association.
8. Wreden, Nick. (2002). *Fusion Branding: How to Forge Your Brand for the Future*. Accountability Press.

**Year: II Semester: IV**

**Specialisation 2.10 (International Business): Creative Planning and Insights**

**Subject Code: MMS405**

**Total Lecture Hours: 60 – (4 Hours per Week) Credits: 4**

**Learning Objectives:**

To teach the students how to constantly design and execute intelligent and innovative research studies to scan the environment; different forms of research and their relevance and application.

**Module 1: Account Planning 14 Hours**

The Birth of Account Planning, The Need for Account Planning, Role of Account Planning in an Advertising Agency, Typical Characteristics of an Account Planner, Account planning and its stakeholders.

**Module 2: Consumers in India 12 Hours**

The Indian Consumer, Current Scenario – Many Consumers, Many Choices, Consumption in Rural Areas, The Way Forward for Marketers, Changes in the Habits of the Indian Shopper, Virtual Shopping, Deals and Discounts, Impulsive Buying, Individualised Shopping, Many Shopping Seasons, Consumer Insights, The In-Store Behaviour of Asian Consumers, The Indian Shopper.

**Module 3: Creative Brief 10 Hours**

The Creative Brief, Elements in a Creative Brief, Developing a Creative Brief through Research, Research for UNUM insurance – A Case Study, Location for Conducting the Research, Developing the Creative Idea – A Case Study, Developing the Creative Brief in Digital Medium, Media Brief, Media planning and Strategy.

**Module 4: Creative Planning and Ideation 14 Hours**

Multi-Media Campaigns Imperatives, Similarities between Traditional Account Planning, Creative Direction Or Trigger, Influence Of Creative Planners In Ideation. Media — The New Creative Frontier, Synergies Across Ideation & Media Planning & Scheduling, Genuinely Fresh Media Ideas & Their Creative Expression, Brand Building Through Creative Planning Across Categories & Domains, Implications For Differing Campaign Tasks And For Differing Target Audiences. Cases.

**Module 5: Media Mapping 10 Hours**

Media Mapping Across Target Groups & Different Products & Services, Translating An Idea Across Different Media & Languages, What Is Media Neutral Or Media Plural, Customizing Tasks Across Media Campaign Management & Reporting.

**Reference Books**:

1. Mason, Jennifer and Dale, Angela. (2010). *Understanding Social Research: Thinking Creatively About Method*. Sage Publications.
2. Giri, Ananta Kumar. (2004) *Creative Social Research*. Vistaar.
3. Day, George. (1997) Strategic *Market Planning: The Pursuit of Competitive Advantage*. West Publishing.
4. Mcneil, Ruth. (2006). *Business To Business Market Research (Understanding and Measuring Business Markets).* Kogan Page Limited.
5. Adams, Karen and Brace*,* Ian. (2008). *An Introduction To Market & Social Research (Planning & Using Research Tools & Techniques).* Kogan Page Limited.
6. Zaltman, Gerald. (2003) *How Customers Think: Essential Insights into the Mind of the Market*. Harvard Business School Press.
7. Kim, W. Chan and Mauborgne, Renee. (2005). *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant*. Harvard Business Review.
8. Zaltman, Gerald and Zaltman,Lindsay H. *Marketing Metaphoria: What Deep Metaphors Reveal About the Minds of Consumers*. Harvard Business School Press.
9. Longinotti, V. (1999). *Selling Dreams: How To Make Any Product Irresistible.* Simon & Schuster.
10. Barletta. (2006). *Marketing to Women: How to Increase Your Share of the World's Largest Market.* Dearborn Trade.
11. Senge, Peter. (2008). *Presence: Human Purpose and the Field of the Future.* Broadway Business.