

DEPARTMENT OF MANAGEMENT STUDIES



Curriculum and Syllabus for
MBA Programme
(with effect from 2019 admissions)



St Berchmans College
Founded 1922

AUTONOMOUS College with Potential for Excellence | Reaccredited by NAAC with A Grade

Affiliated to Mahatma Gandhi University, Kottayam, Kerala
Changanassery, Kottayam, Kerala, India-686101

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PREFACE

St Berchmans College Changanassery (Autonomous) modified the existing MBA syllabus in order to align with the mission of the institute to empower manager aspirants to unearth their full potential, impart value based quality education, widen horizons of knowledge in management and encourage entrepreneurship and societal orientation through research and innovation.

The newly adopted curriculum will help management aspirants to get trained in accordance with national and international standards, representing current requirements of the industry to achieve superior employability.

The modified MBA syllabus will be enforced with effect from the academic year 2019 -2020.



BOARD OF STUDIES

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Dr. Mathew Joseph

Associate Professor

Berchmans Institute of Management Studies

SB College

Changanassery – 686101



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Mr. Nidhin John	Assistant Professor Berchmans Institute of Management Studies, SB College Changanassery – 686101



MASTER OF BUSINESS ADMINISTRATION (FULL TIME)

1. PROGRAMME OBJECTIVES AND OUTCOMES

1.1 Programme Objectives

MBA Programme at St. Berchmans College is designed with the following objectives:

- 1.1.1: To provide opportunities for students to empower themselves to realize their full potential as a holistic Professional
- 1.1.2: To model students into a value -based human being through quality education
- 1.1.3: To encourage students in gaining interest in entrepreneurship
- 1.1.4: To develop students with a social orientation
- 1.1.5: To guide and motivate students to venture into research activities
- 1.1.6: To inculcate students with insights on innovation in seeking newer opportunities

1.2 Programme Outcomes

The two year MBA programme is intended to:

- 1.2.1 Apply knowledge of management theories and practices to solve business problems.
- 1.2.2. Foster analytical and critical thinking abilities for data-based decision making.
- 1.2.3. Develop value based leadership ability.
- 1.2.4. Understand, analyze and communicate global, economic, legal, and ethical aspects of business.
- 1.2.5. Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- 1.2.6. Achieve entrepreneurial and innovative orientation.

2. PROGRAMME AND DURATION

- 2.1 The MBA (Full Time) programme of Berchmans Institute of Management Studies shall be spread over two years with 4 Semesters. Each semester shall comprise of a minimum of 16 instructional weeks of 5 days each of 6 hours a day (total contact hours 480). Continuous Internal Evaluation during the semester and End semester examination at the end of each semester shall be conducted. There shall be Onam, Christmas and summer holidays.
- 2.2 The candidate has to finish the programme within two (2) years after the completion of course of study of the programme.
- 2.3 The programme pedagogy includes lectures, case studies, assignments, presentations, field works, national and international industry visits and outside training programmes. The programme offers the requisite knowledge, skills and other related capabilities.
- 2.4 The Department shall publish on its website the academic calendar indicating the commencement of the semester, examination and other activities.

3. ELIGIBILITY FOR ADMISSION

- 3.1 A pass in any Bachelor's Degree Examination of Mahatma Gandhi University or an equivalent degree of any other universities duly recognized by Mahatma Gandhi University with not less than 55% marks in science and technology subjects and 50% marks in other subjects in the aggregate for all parts of examination or a Master's Degree examination with 55% marks in aggregate.
- 3.2 A pass in any Bachelor's Degree examination is only needed for SC/ST candidates.

4. ADMISSION



Admission to MBA Degree programme of BIMS shall be on the basis of CMAT/CAT/KMAT (Kerala) score (70%), Group Discussion (15%) and Personal Interview Score (15%), subject to the rules, regulations and guidelines of AICTE and Mahatma Gandhi University /admission supervisory/ fee regulatory committee for Self Financing professional colleges.

5. SCHEME OF THE COURSE

- 5.1 The Full Time two-year MBA programme will have four semesters, each having sixteen work weeks.
- 5.2 Each of the First and Second semesters will have 8 full Courses with 60 contact hours each. All these courses are core courses. Each course carries 100 marks (Continuous valuation 40 marks and End Semester 60 marks). In addition, a Viva-Voce examination will also be conducted at the end of the first semester by a panel of internal examiners and the second semester by a panel including an external examiner for 100 marks.
- 5.3 The Third Semester will have 8 courses with 60 contact hours each. Out of the 8 courses two are compulsory and other 6 are electives. Of the six electives, 4 courses are in one major functional area opted by the student and the remaining 2 in another minor functional area opted by the student. A viva voce at the end of the semester will also be conducted by a panel of internal examiners for 100 marks. The students shall undergo an organization study and internship under the supervision of a faculty guide for eight weeks in the third semester. The students have to prepare and submit a report on the organization study and internship based on the organization to which he/she is deputed. This study and the report will be treated as full course carrying 100 marks. The 40 internal marks for the study will be awarded by means of seminar/ presentation cum viva-voce conducted by a board appointed for this purpose by the Faculty Council of the Institute. Also 60 marks will be awarded based on external valuation of the report. Students are permitted to do their organization study cum internship only in a nationally or internationally reputed business organization for a period not less than 8 weeks. An attendance certificate should be obtained from the organization as a proof of the successful completion of the study and the same should be incorporated in their report. There will be a total of 1000 marks in the third semester.
- 5.4 Fourth Semester comprises of 4 full courses of which one is compulsory. Of the remaining three, two subjects will be from the major functional area opted by the student and one from the minor area opted by the student. In addition, the students are required to do a project work of a problem centered nature and the Project Report is to be submitted before the commencement of Fourth semester examination. Total duration of this project study is 6 weeks under the guidance of a faculty. Total marks for the Project Report is 200. Project work can be done in any organisation. Students are expected to select the project study from any one functional area that they have opted as their major/minor. The project should be done strictly under the supervision of an executive allotted by the organization. An attendance certificate should be obtained from the organization as a proof of the successful completion of the project and the same should be incorporated in their project report. For the preparation of the project report the Head of the Department will entrust one faculty member to supervise the student. The 80 internal marks for the Project study will be awarded by means of seminar/ presentation cum viva-voce conducted by a board appointed for this purpose by the Faculty Council of the Institute. 120 marks will be awarded based on external valuation of the report. There will be comprehensive viva at the end of the fourth semester.



5.5 The electives offered in the third and fourth semesters will be depending on the preference, and aptitude of the students. The decision of the faculty council will be the final.

6. MANAGERIAL SKILL DEVELOPMENT (MSD)

6.1 The students will undergo training in three components in the First & Second Semester and two components in Third Semester of the programme. Hundred marks will be awarded each semester for MSD, which will be reflected in the Marks Sheet, but will not be counted for an overall pass in the programme.

MSD– First and Second Semester

6.2 **EIC Analysis:** Enables the students to read and analyse the business news so as evaluate their impact on Economy, Industry and Company. They will maintain a business diary updating the current business news (10 marks). They will also pay visits to a nearby business organisation and maintain records thereon, which is termed as Berchmans Industry Immersion Programme (BIIP) (10 marks). Weekly sessions on News analysis and Industry and Company analysis (30 marks)

6.3 **Corporate Skills:** The course will develop the people skills of the students. (30 marks)

6.4 **Stress Management: Prepares** the students for the integration of their physical, mental and psychological faculties so that they become healthier, saner and more integrated members in the corporate world and the society at large. They learn Yoga theory and practice (20 marks)

MSD – Third Semester

6.5 **Employability Skills:** This Programme enables the students to excel in the recruitment process through Resume preparations, aptitude tests, GD and personal interview. (50 marks)

6.6 **Campus to Corporate: Enables** the students to face the transition from campus to corporate and to take up the challenges and responsibilities in the workplace. (50 marks)

7. SCHEME OF EXAMINATION AND RESULTS

7.1 **Assessment of Students:** Maximum 100marks for each course / subject shall be assigned on the basis of (1) End Semester examination - 60 marks, and (2) In semester assessment - 40 marks.

7.2 **The distribution of internal / in-semester assessment marks will be as follows:**

The distribution of marks will be based on three criteria

7.2.1 In-semester Examinations

Two written exams will be conducted

The first In-semester exam will be based on the first two modules

The second In-semester exam will be based on third, fourth and fifth module.

7.2.2 Case Analysis/Quiz/Discussion/Seminar/POS

- The students will be assessed based on their active and valuable contribution in Discussions and Quiz, which facilitates classroom learning.
- Case Analysis –The students will be assessed on their competencies such as ability to incorporate theory into the case analysis and its practical relevance.
- Assignments & Seminars- The students will be assessed on their ability to incorporate relevant research outcomes through Library research or from online Journals/Databases such as EBSCO, Emerald, ProWess etc. into assignments and presentations.
- A Practical Oriented Study (POS) shall be included for each course on a component/Unit based on the syllabus.



7.2.3 Class Participation / Attendance

The break up for the continuous evaluation is given below

1	In-semester Examinations (Two)	20 Marks
2	Case Analysis & Discussions/ Quiz/ Written Assignments/Seminars/ Practical Oriented Study (POS) (at least any three, to be decided by the faculty)	15 Marks
3	Attendance and Class Participation	5 Marks
	Total	40 Marks

- 7.3 In semester examination marks should be published within a fortnight. Details of internal assessment of every semester shall be submitted by the faculty members to the Director/HOD of the institution within the stipulated time.
- 7.4 Internal Assessment marks need to be published before the end semester examinations of each semester.
- 7.5 End semester examinations of all courses will be conducted by the Controller of Examination of the College.
- 7.6 There shall be examinations conducted at the end of each semester of 3 hours' duration for each course.
- 7.7 A separate 50% minimum mark is required for a pass in internal/continuous assessment and end semester examination.
- 7.8 In case a candidate fails to secure the required minimum of 50% marks in internal assessment, he/she may secure it by repeating the course altogether in a regular class or by taking the course with a faculty member assigned by the Head of the Department in the subsequent semester.
- 7.9 Candidates who have secured not less than 60% marks in the aggregate in the four semesters in the examination shall be declared to have passed the MBA degree examination in first class.
- 7.10 Candidates who have secured not less than 75% marks in the aggregate in the four semesters in the examination shall be declared to have passed the MBA degree examination with distinction.
- 7.11 Candidates for the MBA degree shall be eligible to undergo the course of study in the next semester and take the examination of that semester, irrespective of the results of the examinations of the previous semester provided they have completed all the formalities of attendance, payment of all fees due to the college and registration for the examinations in the earlier semesters.
- 7.12 After the publication of results of an examination, candidates shall be allowed to improve the results (First and Second semesters only) along with the examinations of their immediate juniors. The number of chance to write the improvement examination is limited to one.
- 7.13 Candidates who could not secure pass in examinations of any part/course within the period of the course of study of the programme, have to pass the same within three years after the completion of course of study of the programme.

8. REGISTRATION FOR EACH SEMESTER

- 8.1 Every candidate should register for all subjects of the end semester examinations of each semester. A candidate who does not register will not be permitted to attend the end semester examinations. He shall not be permitted to attend the next semester.



8.2 No student shall be allowed to appear for the end semester examinations (written and viva-voce), if he/she has not secured 75 % attendance for each course.

8.3 For a student to claim specialization in any functional area he/she must have taken a minimum of 6 courses in that area of specialization.

9. CLASS COMMITTEE

9.1 Head of institution shall take necessary steps to form a class committee for each class at the beginning of classes of each semester. This committee shall be in existence for the concerned semester. The class committee shall consist of Head of Department as Chairman of the committee, Faculty advisor of the class, a senior faculty member of the department and at least three student representatives (at least one of them should be a girl). There should be at least two meeting of the class committee every semester. It shall be the responsibility of the Head of Department to convene meetings.

9.2 Responsibilities of Class Committee

- To review periodically the progress and conduct of students in the class.
- To discuss any problems concerning any subject in the concerned semester.
- Maintain strict vigil against ragging.

10. END SEMESTER QUESTION PAPER FORMAT

St. Berchmans College (Autonomous)
MBA DEGREE EXAMINATION, MONTH YEAR

Semester
SUBJECT

Time 3 hours

Maximum Marks:60

PART A

Answer all questions. Each question carries 10 marks.

1. a) Question from unit I
OR
b) Question from unit I
2. a) Question from unit II
OR
b) Question from unit II
3. a) Question from unit III
OR
b) Question from unit III
4. a) Question from unit IV
OR
b) Question from unit IV
5. a) Question from unit V
OR
b) Question from unit V

$5 \times 10 = 50$ marks

PART B (Compulsory)

6. Application Question from any Unit / Case Study / Problem

$1 \times 10 = 10$ marks



11. EXAMINATION MONITORING AND GRIEVANCE REDRESSAL CELL

11.1 Head of the Department should constitute an examination-monitoring cell at the institution for supervising internal examinations. This cell with a senior faculty member as convener shall consist of minimum three faculty members (one shall be a lady).

11.2 The following are the collective responsibilities of the examination-monitoring cell.

- Schedule and conduct all insemester examinations
- Act as the examination squad to keep a vigil on all Insem examinations.
- To receive and report any complaints from students regarding Insem, award of marks and any allegation of victimization to the Head of Department for necessary action.
- To receive any complaints from students regarding issues viz, out of syllabus questions, errors in question papers etc. of End Sem examinations. The cell shall investigate these complaints and if necessary forward to Controller of Examinations with specific comments.



Model Mark list Appended



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CHANGANASSERY, KERALA

MEMORANDUM

Date: _____

The following marks were awarded to Shri/Smt _____ candidate with Register No. _____ at the First Semester MBA Degree Examination _____

Course Code	Course Title	Marks								
		External			Internal			Total		
		Awar	Min.	Max.	Awar	Min.	Max.	Awar	Min.	Max.
BMBA101	Accounting for Management		30	60		20	40		50	100
BMBA102	Entrepreneurship Development		30	60		20	40		50	100
BMBA103	Legal Environment of Business		30	60		20	40		50	100
BMBA104	Management Theory and Practice		30	60		20	40		50	100
BMBA105	Managerial Communication and Technology		30	60		20	40		50	100
BMBA106	Managerial Economics		30	60		20	40		50	100
BMBA107	Organisational Behaviour		30	60		20	40		50	100
BMBA108	Business Statistics		30	60		20	40		50	100
BMBA1VV	Viva-Voce		-	-		50	100		50	100
Total										900

Course Code	Course Title	Internal	
		Awarded	Max.
BMBA1SD	Managerial Skill Development (MSD)*		100

*Not counted for pass

Entered by:

Verified by:

Controller of Examinations

Principal

Serial No.....



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MEMORANDUM

Date: _____

The following marks were awarded to Shri/Smt _____ candidate with Register No. _____ at the Second Semester MBA Degree Examination _____

Course Code	Course Title	Marks								
		External			Internal			Total		
		Awarde	Min. for	Max.	Awarde	Min. for	Max.	Awarde	Min. for	Max.
BMBA209	Business Research Methodology		30	60		20	40		50	100
BMBA210	Environment and Business Ethics		30	60		20	40		50	100
BMBA211	Financial Management		30	60		20	40		50	100
BMBA212	Human Resource Management		30	60		20	40		50	100
BMBA213	Management Information Systems		30	60		20	40		50	100
BMBA214	Marketing Management		30	60		20	40		50	100
BMBA215	Operations Management		30	60		20	40		50	100
BMBA216	Operations Research		30	60		20	40		50	100
BMBA2VV	Viva-Voce		50	100		-	-		50	100
Total										900

Course Code	Course Title	Internal	
		Awarded	Max.
BMBA2SD	Managerial Skill Development (MSD)*		100

*Not counted for pass

Entered by:

Verified by:

Controller of Examinations

Principal
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CHANGANASSERY, KERALA

MEMORANDUM

Date: _____

The following marks were awarded to Shri/Smt _____ candidate with Register No. _____ at the Third Semester MBA Degree Examination _____

Course Code	Course Title	Marks								
		External			Internal			Total		
		Award	Min.	Max.	Award	Min.	Max.	Award	Min.	Max.
BMBA317	International Business		30	60		20	40		50	100
BMBA318	Business Analytics		30	60		20	40		50	100
	ELECTIVE 1(Major Specialisation)		30	60		20	40		50	100
	ELECTIVE 2 (Major Specialisation)		30	60		20	40		50	100
	ELECTIVE 3 (Major Specialisation)		30	60		20	40		50	100
	ELECTIVE 4 (Major Specialisation)		30	60		20	40		50	100
	ELECTIVE 5(Minor Specialisation)		30	60		20	40		50	100
	ELECTIVE 6 (Minor Specialisation)		30	60		20	40		50	100
BMBA3IN	Organization Study & Internship		30	60		20	40		50	100
BMBA3VV	Viva-Voce		-	-		50	100		50	100
Total										1000

Course Code	Course Title	Internal	
		Awarded	Max.
BMBA3SD	Managerial Skill Development (MSD)*		100

*Not counted for pass

Entered by:

Verified by:

Controller of Examinations

Principal
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CHANGANASSERY, KERALA

MEMORANDUM

Date: _____

The following marks were awarded to Shri/Smt _____ candidate with Register No. _____ at the Fourth Semester MBA Degree Examination _____

Course Code	Course Title	Marks									
		External			Internal			Total			
		Awarded	Min. for Pass	Max.	Awarded	Min. for Pass	Max.	Awarded	Min. for Pass	Max.	
BMBA419	Strategic Management		30	60		20	40		50	100	
	ELECTIVE 7(Major Specialisation)		30	60		20	40		50	100	
	ELECTIVE 8(Major Specialisation)		30	60		20	40		50	100	
	ELECTIVE 9(Minor Specialisation)		30	60		20	40		50	100	
BMBA4PJ	Project Work		60	120		40	80		100	200	
BMBA4VV	Comprehensive Viva Voce		50	100		-	-		50	100	
TOTAL FOR FOURTH SEMESTER										350	700
TOTAL FOR FIRST SEMESTER										450	900
TOTAL FOR SENCOND SEMESTER										450	900
TOTAL FOR THIRD SEMESTER										500	1000
GRAND TOTAL											3500

Course Code	Course Title	Internal	
		Awarded	Max.
AMBA4SD	Managerial Skill Development (MSD)*		100

*Not counted for pass

Entered by:

Verified by:

Controller of Examinations

Principal

Serial No.....



PROGRAMME STRUCTURE

	Course Code	Course Title	Hours /Week	Total Hours	Cont. Evaluation	External Evaluation	Total
Semester I	BMBA101	Accounting for Management	4	60	40	60	100
	BMBA102	Entrepreneurship Development	4	60	40	60	100
	BMBA103	Legal Environment of Business	4	60	40	60	100
	BMBA104	Management Theory and Practice	4	60	40	60	100
	BMBA105	Managerial Communication and Technology	4	60	40	60	100
	BMBA106	Managerial Economics	4	60	40	60	100
	BMBA107	Organisational Behaviour	4	60	40	60	100
	BMBA108	Business Statistics	4	60	40	60	100
	BMBA1VV	Viva-Voce			100		100
		Total	32	480	420	480	900
Semester II	BMBA209	Business Research Methodology	4	60	40	60	100
	BMBA210	Environment and Business Ethics	4	60	40	60	100
	BMBA211	Financial Management	4	60	40	60	100
	BMBA212	Human Resource Management	4	60	40	60	100
	BMBA213	Management Information Systems	4	60	40	60	100
	BMBA214	Marketing Management	4	60	40	60	100
	BMBA215	Operations Management	4	60	40	60	100
	BMBA216	Operations Research	4	60	40	60	100
	BMBA2VV	Viva-Voce				100	100
		Total	32	480	320	580	900
Semester III	BMBA317	International Business	4	60	40	60	100
	BMBA318	Business Analytics	4	60	40	60	100
		Elective Course (Major Specialization)	4	60	40	60	100
		Elective Course (Major Specialization)	4	60	40	60	100
		Elective Course (Major Specialization)	4	60	40	60	100
		Elective Course (Major Specialization)	4	60	40	60	100
		Elective Course (Minor Specialization)	4	60	40	60	100
		Elective Course (Minor Specialization)	4	60	40	60	100
	BMBA3IN	Organization Study and Internship	-	-	40	60	100
	BMBA3VV	Viva-Voce	-	-	100		100
		Total	32	480	460	540	1000
Semester IV	BMBA419	Strategic Management	4	60	40	60	100
		Elective Course (Major Specialization)	4	60	40	60	100
		Elective Course (Major Specialization)	4	60	40	60	100
		Elective Course (Minor Specialization)	4	60	40	60	100
	BMBA4PJ	Project Work	-	-	80	120	200
	BMBA4VV	Comprehensive Viva Voce	-	-	-	100	100
		Total	16	240	240	460	700
		Grand Total					3500



MANAGERIAL SKILL DEVELOPMENT

Course Code	Course Title	Continuous Evaluation Marks
BMBA1SD	Managerial Skill Development (MSD) (not to be counted for pass)	100
BMBA2SD	Managerial Skill Development (MSD) (not to be counted for pass)	100
BMBA3SD	Managerial Skill Development (MSD) (not to be counted for pass)	100

ELECTIVE COURSES

Marketing Management

Course Code	Course Title
BMBAMM01	Business to Business Marketing
BMBAMM02	Consumer Behaviour
BMBAMM03	Digital Marketing
BMBAMM04	Integrated Marketing Communication
BMBAMM05	Product and Brand Management
BMBAMM06	Retail Management
BMBAMM07	Rural Marketing
BMBAMM08	Sales and Distribution Management
BMBAMM09	Services Marketing
BMBAMM10	Marketing Research

Financial Management

Course Code	Course Title
BMBAFM01	Bank Management
BMBAFM02	Financial Derivatives and Risk Management
BMBAFM03	International Financial Management
BMBAFM04	Management of Financial Services
BMBAFM05	Security Analysis and Portfolio Management
BMBAFM06	Strategic Financial Management
BMBAFM07	Tax Management
BMBAFM08	Working Capital Management
BMBAFM09	Insurance Services
BMBAFM10	Project Finance



Human Resource Management

Course Code	Course Title
BMBAHR01	Conflict and Negotiation Management
BMBAHR02	Counselling Skills for Managers
BMBAHR03	Labour Legislations
BMBAHR04	Managing of Individual, Interpersonal and Group Process
BMBAHR05	Organisational Change Management and Development
BMBAHR06	Performance Management
BMBAHR07	Compensation Management
BMBAHR08	Strategic Human Resource Management
BMBAHR09	Training and Development
BMBAHR10	Industrial Relations

Operations and Supply Chain Management*

Course Code	Course Title
BMBAOM01	Management of Technology and Innovation
BMBAOM02	Purchase and Materials Management
BMBAOM03	Supply Chain Management
BMBAOM04	Industrial Safety and Occupational Hazards
BMBAOM05	Service Operations Management
BMBAOM06	Shipping and Ocean Logistics Management
BMBAOM07	Total Quality Management
BMBAOM08	Warehousing Management
BMBAOM09	World Class Manufacturing
BMBAOM10	Maintenance Management

**Offered as minor specialization only, subject to the demand for the course*

Information Systems*

Course Code	Course Title
BMBAIS01	System Analysis and Design
BMBAIS02	Business Intelligence
BMBAIS03	Business Process Reengineering
BMBAIS04	Database Management System
BMBAIS05	Electronic Commerce and Internet Marketing
BMBAIS06	Enterprise Resource Planning
BMBAIS07	Multimedia Management
BMBAIS08	Software Project Management
BMBAIS09	Data Mining
BMBAIS10	Multimedia Management

**Offered as minor specialization only, subject to the demand for the course*



Entrepreneurship*

Course Code	Course Title
BMBAEM01	Innovative Entrepreneurship
BMBAEM02	Social Entrepreneurship
BMBAEM03	Family Business and Entrepreneurship
BMBAEM04	Financing the Entrepreneurial Business
BMBAEM05	Small and Medium Enterprises
BMBAEM06	Technology and Professional Entrepreneurship
BMBAEM07	Agribusiness Entrepreneurship
BMBAEM08	Merger and Acquisition for Entrepreneurship
BMBAEM09	Entrepreneurship Development in India
BMBAEM10	Entrepreneurial Sales and Marketing

**Offered as minor specialization only, subject to the demand for the course*



SEMESTER I

BMBA101: ACCOUNTING FOR MANAGEMENT

Objectives: -

- *To understand the concept, relevance and significance of accounting.*
- *To analyze and interpret financial statements.*
- *To understand the significance of accounting in performing the managerial functions.*

Module 1: Introduction to Accounting

- Meaning, definition and scope of accounting in Business decisions
- Branches of accounting–Financial accounting–Cost accounting- Management accounting
- Users of accounting information - accounting as the language of business.
- Accounting Principles–Concepts and Conventions.
- Accounting Equation–rules regarding the accounting equation
- Double entry system

Module 2: Financial Statements

- Accounting trail
- Income statement (P & L account)
- Position Statements (Balance Sheet)
- Recent developments in accounting - An overview of IFRS

Module 3: Financial Analysis

- Management Accounting–scope and importance
- Steps in financial analysis– methodical classification–tools of financial analysis
- Comparative financial statements
- Common size financial statements
- Trend percentages
- Ratio analysis

Module 4: Analysis of Flow of Funds and Cash

- Funds – meaning, definition and Importance
- Funds flow analysis – preparation and application of funds flow statement - advantages and limitations
- Cash flow analysis –preparation and application of cash flow - advantages and limitations

Module 5: Cost Accounting

- Costing as an aid to management – cost unit – cost centre – classification of costs



- Division of cost - statement of cost or cost sheet
- Marginal costing and Break Even Analysis / CVP analysis.
- Management applications of Marginal costing: -
 - Profit planning
 - Fixation of Selling price
 - Closing down or suspending activities
 - Selection of product mix
 - Introduction of a product
 - Exploring a foreign market
 - Selection of sales mix
 - Key factor or limiting factor

References

1. S.N Maheshwari, and S.K. Maheswari, *Advanced Accountancy*, Vikas Publishing House, New Delhi, 2010.
2. M.N. Arora, *Accounting for Management* 9e, Himalaya Publish-ing House, New Delhi, 2010.
3. Debarshi Bhattacharyya, *Management accounting*, Pearson Education, New Delhi, 2010.
4. Colin Drury, *Management and cost accounting* 7e, Cengage Learning, New Delhi, 2009.
5. Maheswari, S.N., *Financial Management: Principles and Practice*, Sultan Publishers-India 5e, 2014.



BMBA102: ENTREPRENEURSHIP DEVELOPMENT

Objectives

- *To familiarize the participants with the concept and overview of entrepreneurship*
- *To impart knowledge, skills and competencies for creation of new ventures.*
- *To explore new vistas of entrepreneurship to generate innovative business ideas.*

Module 1: Introduction

- Concepts of Entrepreneurship
- Evolution of Entrepreneurship
- Types of Entrepreneur - Social entrepreneurs, Intrapreneurs
- Role, functions and contributions of entrepreneurship to economic development
- Skills / Qualities of an entrepreneur
- The Four Entrepreneurial Pitfalls (Peter Drucker)

Module 2: System & Support

- Entrepreneurship ecosystem
- Business Models
- Skill India
- Make in India
- Business incubators
- Entrepreneurship: Success and Failure Cases

Module 3: Entrepreneurial Process

- Stages in entrepreneurial venture
- Idea generation, Identification & evaluation of opportunities
- Project formulation-content, formulation
- Project Appraisal and feasibility plan
- Developing Business Plan

Module 4: Operation Plan

- Creating and starting a venture
- Legal Requirements
- Marketing Strategies
- Financial Plan

Module 5: Financing and Exit strategies

- Source of Capital- Debt/equity, Personal fund, Government agency, commercial banks, Private placement, Bootstrap.



- Venture Capital, Angel Investors, Micro Funding, Crowd funding, other new means of funding
- Exit Strategies- Direct sale, ESOP, Management Buyout.

References

1. Robert Hisrich, Michael Peters and Dean Shepherd, *Entrepreneurship*, Mc Graw Hill Education, New Delhi.
2. Robert A. Baron, Keith M. Hmieleski, *Essentials of Entrepreneurship*, Edward Elgar Publishing.
3. Peter F Drucker, *Innovation and Entrepreneurship*, Harper Collins Publishers.
4. Kaplan, J. *Patterns of entrepreneurship. India*: Wiley.
5. Kuratko, D. F., & Hodgetts, R. M. *Entrepreneurship: Theory, process, practice. USA*: South Western/ Thomson Learning.
6. Mullins, J. W. *The new business road test: What entrepreneurs and executives should do before writing a business plan* Harlow: Prentice Hall Financial Times
7. Roy, R. *Entrepreneurship*. New Delhi: Oxford University Press
8. Charantimath M Poornima, *Entrepreneurship Development and Small Business Enterprises*, Pearson



BMBA103: LEGAL ENVIRONMENT OF BUSINESS

Objectives

- *To understand the legal and regulatory framework for doing business in India.*
- *To develop awareness in respect of rules affecting managerial functions*
- *To apply basic concepts of law to the business context.*

Module 1: Introduction to Legal System

- Sources of Law- Customs, Traditions, Legislations, Precedents and PIL.
- Classification of Law
- Indian Judicial Systems
- Principles of Natural Justice

Module 2: Law of Contracts

- Nature and classification of contracts
- Essential elements of a valid contract
- Performance and discharge of contract
- Breach of contract - Meaning and remedies
- Contracts of Indemnity and Guarantee
- Agency- Duties and Liabilities of Agent and Principal
- Termination of Agency

Module 3: Partnership, Negotiable Instruments and Sale of Goods Act

- Meaning and Nature of Partnership -
- Registration of a Partnership Firm –
- Right, Duties and Liabilities of Partners
- Dissolution of a Partnership Firm
- Negotiable Instruments - Meaning, - Characteristics -Types- Bill of Exchange, Promissory Note, Cheques- Dishonour of Negotiable Instruments- Liability of parties on Negotiable Instrument.
- Overview on Sale of Goods Act

Module 4: Indian Companies Act 2013

- Company – Definition and Characteristic Features
- Types of companies
- Procedure for Incorporation of a company
- Memorandum of Association
- Articles of Association
- Prospectus



- Meetings and Resolutions
- Dissolution and winding up of company
- Amendments in Indian Companies Act

Module 5: Contemporary Laws

- Consumer Protection Act 1986: Key Terms: Consumer, Customer, Complainant, Goods, Service, Consumer Disputes
- Complaint Format and Procedure to file consumer complaint
- Unfair Trade Practices and Restrictive Trade Practices
- Consumer Protection Councils and Consumer Disputes Redressal Agencies
- Introduction to Intellectual Property- Amendments - Features of Intellectual Property Rights
- Procedure for registration of patents, copyright and trademark.
- Infringement of Intellectual Property Rights –
- An overview of Competition Act 2002

References

1. S SGulshan, *Business Law*, 4th edition, Excel Books, 2012
2. Avtar Singh: *Company Law*, 11th ed., Lucknow, Eastern
3. S.N. Maheshwari, S K Maheshwari, *A Manual of Business Laws*, Himalaya Publishing House (HPH), 2013.
4. Tejpal Sheth, *Business Law*, Pearson, 2012
5. P.K. Padhi, *Legal Aspects of Business*, PHI, 2013
6. Bare Text of Partnership Act, NI Act, Consumer Protection Act, IPR



BMBA104: MANAGEMENT THEORY AND PRACTICE

Objectives

- *To introduce the Management Profession and Contemporary management practices.*
- *To enable students to · gain knowledge on managerial functions*
- *To provide an overview of strategic management in practice*

Module 1: Introduction to Management

- Management - Functions -Levels
- Managerial Roles and management skills
- Evolution of Management Thought –Scientific Management, Administrative theories
- Approaches - Behavioural, Management science, System and Contingency approaches
- Management 2.0 - Gary Hamel

Module 2: Decision Making & Planning

- Decision Making Process
- Making Decisions - Rationality, Bounded Rationality -Role of Intuition
- Planning process
- Vision, Mission and Objectives - Objective setting
- Classification and Types of plans

Module 3: Organizing & Staffing

- Process of organising
- Organisational Structure and types– Networking and Virtual Organizations.
- Departmentation - Centralization vs. Decentralization
- Span of control- Delegation of Authority – Line Vs Staff Authority
- Staffing Process

Module 4: Leading and Controlling

- Leadership - Importance and functions
- Leadership styles - Autocratic, Democratic, Free-Rein-Transactional, Transformational leaders
- Leadership Theories - Trait Theory, The Managerial Grid, Life cycle(situational) theory
- Management Control - Meaning and importance
- Process of Controlling
- Types of Control - Requirements for effective control

Module 5: Overview of Strategic Management Process

- Strategic Management - Process
- Business Environment Analysis - Internal / External (PESTEL/SWOT)



- Competitive forces - Porter's Five forces model
- Business portfolio matrix - BCG

References

1. Koontz, H. & Heinz, W. (2013). *Management* (12th Edition). Tata McGraw Hill Publications.
2. Stoner, J.F., Freeman, E. R., & Gilbert, D.R. (2012). *Management* (6th ed.). Pearson Publications.
3. Porter, M. E. *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: Free Press, 1980.
4. Stephen P Robbins and Coulter Mary (2017) ed 13, Pearson
5. Gary Hamel (2007) *The Future of Management*.



BMBA105: MANAGERIAL COMMUNICATION AND TECHNOLOGY

Objectives

- *To develop competency in students to communicate professionally in managerial context*
- *To build writing and presentation skills using basic technology*
- *To skill students in dealing with contemporary communication technology*

Module 1: Managerial Communication and its Scope

- Communication process
- Communication - Types: Internal and External - Formal and Informal
- Barriers to communication
- Principles of communication
- Cross cultural communication
- Crisis communication

Module 2: Written Communication Skills

- Formal Letter formats – Enquiries and complaint letter
- Memorandum
- Preparing Agenda and Minutes for formal meetings
- Preparing a press release

Module 3: Report Writing Skills

- Report writing – preparation of a report based on primary research
- Plagiarism –concept and avoidance techniques
- Analysing Statistical Data using MS Excel, Google forms, Google sheets
- Data Visualization – using Pivot table, creating charts and graphics
- Track Changes and Commenting, References, Mail Merge, Macros using MS Word, Google Docs

Module 4: Oral Communication and Presentation Skills

- Business presentations
- Kinesics – Proxemics - Chronemics – Vocalics – Haptics
- Presentation support tools - Slide masters, Hand-outs, Notes, Animation, sounds & movies – using MS Powerpoint, Google Slides

Module 5: E-Commerce, Social Networks and Blockchain Technology

- Social networking, Online Surveys, and Discussion forums
- Ecommerce - Types, Electronic Value Chains in Ecommerce, Payment methods
- Cloud computing. - Fundamentals, Service models
- Blockchain Technology – overview and its application in business



References

1. Efraim, T, Linda Volonino. *Information technology for management: transforming organizations in the digital economy* (7th Ed.). India: John Wiley & Sons Publications.
2. John Walkenbach Herb Tyson Michael R Groh, Faithe Wempen, Lisa A Bucki, *Microsoft Office 2010 Bible*, India: John Wiley & Sons Publications.
3. Ramesh, B, *IT for management*. New Delhi: Tata McGraw Hills Publications
4. Henry C Lucas., *Information technology for management*. New Delhi: Tata McGraw Hill Publications
5. *The Business Blockchain: Promise, Practice, and Application of the Next Internet Technology* -William Mougayar



BMBA106: MANAGERIAL ECONOMICS

Objectives

- *To acquaint the participants with concepts and techniques used in economics.*
- *To understand how Economic problems, affect the business situations.*
- *To enable them to apply this knowledge in business decision making.*

Module 1: Introduction to Managerial Economics

- Managerial Economics, Definition, Characteristics
- Nature, Significance, Scope of Managerial Economics
- Role and Responsibilities of Managerial Economist in Business
- Managerial Decision Making Process
- Applications of Economics to Business Decisions
- Fundamental Concepts in Decision Making – Incremental Reasoning, Opportunity Cost, Contribution, Time Perspective, Time Value of Money and Risk and Uncertainty.

Module 2: Demand Analysis

- Demand, Determinants of Demand, Law of Demand
- Demand Schedule, Market Demand Schedule
- Reasons for Law of Demand, Exceptions to Law of Demand
- Expansions and Contractions of Demand, Increase and Decrease in Demand
- Elasticity of Demand, Price Elasticity, Determinants of Price Elasticity
- Elasticity Types (Elastic, Inelastic, Unit, Perfectly Inelastic, Perfectly Elastic)
- Uses of the Concept of the Elasticity of Demand
- Demand Forecasting, Overview of Demand Forecasting Methods

Module 3: Production Analysis

- Production Function, Types of Production Function (Short & Long Run)
- Production with One Variable and Two Variable Inputs
- Law of Variable Proportions or Law of Returns
- Isoquants Curves and their Properties
- Concepts of Production Cost
- Economies and Diseconomies of Scale and Scope

Module 4: Market Structure

- Meaning of Market
- Classification of Markets – Perfect and Imperfect Competition
- Price Determination under Perfect Competition
- Monopoly and Price discrimination under Monopoly



- Monopolistic Competition
- Oligopoly, Sweezy's Kinked Demand Curve, Non Price Competition

Module 5: Macro Economics

- Inflation, Classification – Demand Pull and Cost Push Inflation
- Causes of Inflation, Measures to Check Inflation
- Fiscal Policy, Objectives, Tools of Fiscal Policy
- Monetary Policy, Objectives, Instruments of Monetary Policy, Limitations
- Basic Concepts of National Income: Circular flow of Income -Aggregates related
- Introduction to National Income: Gross National Product (GNP), Net National Product (NNP), - at Market Price, at Factor Cost; Real and Nominal GDP. - GDP and Welfare-
Beyond GDP: The Need for New Measures of Progress

References

1. Ahuja H. L, *Managerial Economics*, S. Chand & Co
2. Gupta G.S, *Managerial Economics*, Tata Mc Graw Hill
3. Keat, Young & Banerjee, *Managerial Economics*, Economic Tool for Today's Decision Makers, Pearson Publication
4. Metha P.L, *Managerial Economics*, Sultan Chand & Sons
5. Locke Anderson, Ann Putallaz, William G Shepherd, *Economics*, Prentice Hall
6. D N Dwivedi, *Managerial Economics*. Vikas Publishers



BMBA107: ORGANISATIONAL BEHAVIOUR

Objectives

- *To provide a basic understanding of the behaviour of individuals and groups inside organizations*
- *To enable the students to develop managerial acumen based on insights in human behaviour*
- *To enhance skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.*

Module 1: Fundamentals and Individual Factors

- Definition, need and importance of organizational behaviour
- Nature and scope of organizational behaviour
- Organizational behavior models
- Personality – types – Factors influencing personality – Theories (Freudian theory Neo-Freudian personality theory, Trait theory) Measuring personality (Projective measures, Myers –Briggs Type Indicator, Big Five personality)-
- Other Personality Traits Relevant to OB- Core Self-Evaluation, Machiavellianism, Narcissism, Risk Taking, Type A and B Personality, Locus of Control.

Module 2: Behaviour Factors I

- Perception and sensation – Importance – Factors influencing perception –Differential Threshold- Frequently Used Shortcuts in Judging Others.
- Attitudes – Characteristics – Components – Formation-The Tri-component Model of attitude- Major Job Attitudes (Perceived organizational support, Organizational Commitment, Employee Engagement, Workplace Deviance)
- Job satisfaction – Determinants –Influence on behaviour.
- Values and its Measurement- Rokeach Value Survey

Module 3: Behaviour Factors II

- Motivation --Importance – Types – Theories of Motivation (Maslow's Hierarchy of needs theory, Alderfer's ERG theory, McClelland Acquired needs theory, Herzberg's Two-factor theory, Adams' Equity Theory, Victor Vroom's Expectancy Theory)
- Job Characteristics Model (JCM), Job Enlargement- Job Enrichment-Job rotation.
- Learning –The learning process – Learning theories (Classical Conditioning, Instrumental Conditioning, Social-Learning Theory, Cognitive Learning Theory)
- Organizational behaviour modification
- Emotions - Emotional Labour – Emotional Intelligence – Theory (Daniel Goleman).



Module 4: Self Analysis and Group Behaviour

- Transactional Analysis (Johari Window, analysis of Self Awareness, Analysis of transactions, Analysis of ego states, Analysis of life position.
- Groups in organizations – Influence – Group dynamics -Group Norms and the Hawthorne Studies
- Deviant Workplace Behavior, Group think and Group shift
- Group decision making techniques
- Team building - Interpersonal relations -Team-Effectiveness Model
- The Fundamental Interpersonal Relations Orientation-Behavior Model (FIRO-B)

Module 5: Dynamics of Organizational Behaviour

- Organizational culture and climate – Factors affecting organizational climate – Importance.
- Organizational change –Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change.
- Stress – Work Stressors – Prevention and Management of stress.work and Life Balance.
- Organizational development – Characteristics – objectives –. Organizational effectiveness
- OD Intervention Strategies.

References

1. Stephen P. Robins, *Organisational Behavior*, PHI Learning / Pearson Education,
2. Fred Luthans, *Organisational Behavior*, McGraw Hill
3. Mc Shane & Von Glinov, *Organisational Behaviour*, Tata McGraw Hill,
4. Nelson, Quick, Khandelwal. *ORGB – An innovative approach to learning and teaching*. Cengage learning.
5. Ivancevich, Konopaske & Matheson, *Oranisationl Behaviour& Management*, 7th edition, Tata McGraw Hill,
6. Udai Pareek, *Understanding Organisational Behaviour*, Oxford Higher Education,



BMBA108: BUSINESS STATISTICS

Objectives

- *To enable students to gain statistical thinking*
- *To enable students to draw meaningful conclusions from data by the application of statistical tools.*
- *To enable students to understand data and to make sound decisions based on its analysis.*

Module 1: Probability & Distributions

- Basic Probability – Significance and introduction.
- Events – Independent, dependent, Mutually exclusive, Exhaustive
- Definition – Classical
- Marginal, Joint and Conditional Probability
- Theorems of Probability - Addition and multiplication
- Baye's theorem – A Priori, Posterior Probability
- Concepts of Theoretical Distribution
- Random variable – Continuous and Discrete
- Binomial, Poisson & Normal Distribution – Properties, Fitting, Expected value, Business applications.

Module 2: Testing – Small Sample

- Statistical Inference - Testing
- Concepts of Testing – Population, Sample, Parameter, Statistic.
- Confidence Level & Significance level
- Hypothesis – Null & Alternative
- Types of errors
- Parametric and Non-Parametric tests
- Small Sample Tests – Mean Testing

Module 3: Testing – Large Sample

- Large Sample Tests – Concepts
- Mean Testing
- Chi square test – Association/Independence, Homogeneity
- Variance test – F test
- ANOVA – One way and Two way

Module 4: Correlation and Regression Analysis

- Correlation Analysis – Significance and introduction
- Types of Correlation



- Linear Correlation
- Karl Pearson's correlation coefficient
- Spearman's Rank correlation coefficient
- Coefficient of Determination.
- Regression - Basic Concepts
- Linear regression – two regression equations
- Line of best fit - Least square method

Module 5: Time Series Analysis & Index Numbers

- Time Series analysis – significance and introduction
- Types – Seasonal, Trend, Irregular, Cyclic.
- Models – Additive, Multiplicative
- Straight line Trend – Methods - Moving Average, Least square method
- Application of Time series in Business forecasting.
- Index Numbers - Concept, Characteristics
- Types – Price, Quantity, Value
- Fisher's Index number.
- Business applications of Index Numbers.

References

1. Levin, Richard I, Rubin David S, *Statistics for Management*, Prentice Hall India.
2. Sharma J K, *Business Statistics*, Pearson publication.
3. Srivastava T N, RegoShailaja, *Statistics for Management*, TMH
4. B M Aggarwal, *Business Mathematics & Statistics*, Ane Books Pvt. Ltd.
5. Naval Bajpai, *Business Statistics*, Darling Kindersley (I) Pvt. Ltd.



SEMESTER II

BMBA209: BUSINESS RESEARCH METHODOLOGY

Objectives

- *To understand the Research Framework and Process*
- *To familiarize with the emerging trends in Management Research*
- *To empower and encourage the students to undertake research*

Module 1: Introduction to Research

- Nature & Scope of Research
- Role of Research in Decision making
- Value & Cost of Information
- Research Process with an Illustration
- Ethics in business research

Module 2: Literature Review -Research

- Literature review
- Research Design – Meaning, Hypothesis
- Types of Research Designs – Qualitative Vs Quantitative Approach, Exploratory, Descriptive & Causal Designs- Experimental Research-Case Study Method, Focus group.
- Fundamentals of Sampling - Sample Design – Determination of Sample Size
- Probability and Non-Probability Sample designs
- Sampling & Non- sampling Error

Module 3: Data Collection Methods

- Data Collection – Primary & Secondary Data
- Methods and Instruments of Data Collection
- Pilot study
- Reliability, Validity & Consistency, Objectivity
- Designing the Questionnaire
- Measurement Scales
- Execution of data collection

Module 4: Data Analysis Using SPSS & Interpretation

- Coding, classification & tabulation using SPSS
- Tools for statistical Analysis-Excel, SPSS....



- Testing of Hypothesis – Errors – Significance Level- Parametric
- Non-parametric Tests – Chi-square, t-test, z-test & ANOVA
- Basic Concepts of: Multi-Variate Statistical Techniques – Factor Analysis
- Multiple Regression – Cluster Analysis -SEM
- Interpretation

Module 5: Research Report

- Contents in Research Report
- Different Types of Report
- Writing Report
- Plagiarism
- Documentation format- MLA, APA – bibliography, references
- Business Research Proposal – Contents

References

1. Donald R. Cooper and Pamela S. Schindler, *Business Research Methods* – Tata McGraw Hill, India
2. William. G. Zikmung, *Business Research Methods*, South-Western cengage learning, Australia.
3. Nandagopal. R., Arul Rajan, Vivek. N, *Research Methods in Business*, Excel Books, New Delhi.
4. Rachael Stark, *Research & Writing Skill Success*, Learning Express, New York, 2003
5. Kothari, C. R, *Research methodology: Methods and Techniques*, New Age Publications, New Delhi



BMBA210: ENVIRONMENT AND BUSINESS ETHICS

Objectives

- *To enhance young generation to think, act and lead ethically.*
- *To examine the role and purpose of ethics in business and to investigate the moral obligations of businesses.*
- *To develop social and corporate values coupled with interest on environment protection and its improvement*

Module 1: Introduction to Business & Society

- Business Environment Characteristics, Analysis & Enterprise Objectives
- Changing Environment of Business (Traditional & Modern View)
- Changing Role of Business, Companies Participation in Public Policy
- Business Firm as an Economic and Socio Political Institution
- Contract between Business & Society
- Social Responsibility in Business, Arguments in favour and against SR

Module 2: Business Ethics

- Business Ethics - Meaning, Objectives, Importance, Benefits, Sources, Nature & Performance
- Ethics, Morality, Law
- Ethical Theories – Virtue, Ethical Relativism, Teleological (Utilitarian & Justice), Deontological (Kantianism)
- Types of Business Ethics, Code of Ethics
- Ethical Issues in Business (Fundamental Diversity, Decision Making, Compliance, & Governance Issue)
- Values and its Relevance in Management, Values for Managers

Module 3: Corporate Governance

- Corporate Governance – Principles, Nature, Benefits (Company, Shareholders & Economy)
- Corporate Governance Pillars, Code of Ethics,
- Issues in Corporate Governance
- Stakeholder Theory & Criticism
- Corporate Governance –History in India

Module 4: Corporate Green Initiatives

- Green Marketing, Eco Friendly Manufacturing, Packaging, Eco-Labeling, Eco-Mark
- Green Accounting, Green Taxes, Green Funding, Carbon Credit



- Green Certification – Green Seal, Green Building, Energy Rating
- Environment Impact Assessment
- GRI

Module 5: CSR & Sustainable Development

- Sustainable Development - Definition, Elements, Indicators, Principles, Opportunities and SDG, Risk, Triple Bottom Line Performance, 3 Ps
- Pyramid of CSR, Dimensions of CSR (Internal& External)
- CSR and its significance in Business
- Implementation and CSR initiatives in India
- Social Audit

References

1. Brown C.J *Environmental Management*, Routledge (T.R Publication)
2. Richard Welford *Corporate Environmental Management* Universities Press
3. C.S. V Murthy, *Business Ethics*, Himalaya Publishing House, New Delhi.
4. B.L. Bajpai, *Indian Ethos and Modern Management*, New Royal Book Co., Lucknow
5. John R Boatright, *Ethics and the Conduct of Business*, Pearson Education, New Delhi
6. Sadri: *Business Ethics; Concepts and Cases*, Tata McGraw Hill, New Delhi
7. Samuel O Iduwu, *Corporate Social Responsibility and Governance: Theory and Practice*, Springer, New York
8. A C Fernando, *Business Ethics and Corporate Governance*, Pearson Publishers



BMBA211: FINANCIAL MANAGEMENT

Objectives

- *To understand the concepts and theories of financial management*
- *To apply financial management in practice.*
- *To develop the competency for making better financial decisions*

Module 1: Core Concepts of FM

- Financial Management – Scope, Objectives of Financial Management
- Profit maximisation vs Wealth maximisation
- Finance Function - Risk and Return
- Role of a modern Financial Manager in an organisation
- Time value of money – an overview
- Introduction to Financial Markets

Module 2: Strategic Financial Decision Making: - The Financing Decision

- Financing decisions
- Raising of funds
- Capital Structure – Meaning and importance
- EBIT – EPS analysis
- Theories of capital structure – Net income, Net operating income and MM approach(Hypothesis)
- Leverage – Types

Module 3: Strategic Financial Decision Making: - The Investment Decision

- Long-term investment decisions - Capital budgeting, Different techniques Traditional and modern methods (DCF method)
- Capital Rationing
- Risk Analysis in Capital budgeting
- An overview of Cost of Capital.

Module 4: Strategic Financial Decision Making: - The Dividend Decision

- Dividend decisions
- Dividend policy
- Dividend theories (Walter Gordon and MM approach)
- Types of Dividend- Legal and Procedural aspects of payment of Dividend.
- Right issue and Bonus shares

Module 5: Short Term Financial management

- Liquidity Decisions – significance, importance and scope of Liquidity management



- Operating Cycle
- Working Capital policy
- Working Capital Financing
- Fixation of an overall working capital policy to an organisation

References

1. Jim McMenamin, *Financial management an introduction*, Oxford University Press
2. I M Pandey, *Financial Management*, Vikas Publications, New Delhi.
3. Prasanna Chandra, *Financial Management*, Tata McGraw Hill, New Delhi.
4. Khan M Y & Jain P K, *Financial Management*, Tata McGraw Hill, New Delhi.
5. Lawrence J Gitman, *Principles of Managerial Finance*, Pearson Education limited, New Delhi.
6. James C Vanhorne, John M Wachowicz Jr, *Fundamentals of Financial Management*, Pearson Education Limited, New Delhi.
7. Sharma & Gupta, *Financial Management Theory and Practice*, Kalyani Publisher
8. S N Mahaeswary, *Financial Management: Principles and Practice*, Sultan Chand & Sons



BMBA212: HUMAN RESOURCE MANAGEMENT

Objectives

- *To introduce basic concepts in Human Resource Management*
- *To explain need and procedure for people management within organisation*
- *To evaluate the existing frameworks of rules that determine Industrial Relations*

Module 1: Human Resource Management – Context and Scope

- Evolution of HRM, Meaning, Scope and Objectives of HR - Introduction to Human Capital Management
- Approaches to HRM
- Strategic Nature of HRM/ Links between HR and corporate strategy
- Changing nature of workplace – diversity, telecomm module, flexitime, contract, casual, outsourcing, part time

Module 2: Sourcing

- Human Resource Planning
- Job Specification, Job Description, job analysis
- Job Designing, Job Advertisement
- Recruitment
- Selection
- Affirmative Actions in Recruitment & Selection for inclusion
- Socialisation of new employees
- New trends and approaches in recruitment and selection

Module 3: Development

- Training Needs Analysis
- The Training Process
- Training Methods and Techniques
- Training Evaluation
- Organisational Development and Management Development Programs
- Cross cultural training – Value, Religion, Language
- Career Planning and Development

Module 4: Engagement and Maintenance

- Job Evaluation
- Performance Appraisal Process and Methods
- Wages, Salary and Compensation
- Employee Engagement



- HRIS, HR Analytics and Metrics.
- Stress Management/Employee wellbeing/workplace spirituality.?
- Artificial Intelligence and Robotic Workplace.

Module 5: Industrial Relations

- Approaches to Industrial Relations
- Functions of IR Manager
- HR during M&A – precautions, implications and strategies
- Trade Unions and Collective Bargaining
- Employee Grievance and Discipline
- Sexual harassment in workplace
- IR in Gig and Sharing economy

Reference

1. Ashwathappa K *Human Resource Management*, 6e Tata McGraw Hill
2. Stephen P Robins and David a Decenzo Prentice hall India
3. P L Rao *Comprehensive Human Resource Management* Excel Books
4. Rajkumar *Human Resource Management Strategic Analysis and Cases*, I.K International Publishers
5. Saiyadain Mirza, *Human Resources Management*, 4e, Tata McGraw Hill
6. Monir H. Tayeb, *International Human Resource Management*, Oxford



BMBA213: MANAGEMENT INFORMATION SYSTEMS

Objectives

- *To understand the importance of information systems in managing an organization.*
- *To have a conceptual framework of information systems from implementation to control.*
- *To help students identify processes in an organization and convert it into a system.*

Module 1: Foundations of Information Systems

- Organization as a system
- Need for information system in Business
- Strategic importance of information systems
- Introduction to types of information systems
- Components of an Information system
- Roles and activities of Information systems

Module 2: Information Systems in Business Operations

- Transaction Processing System
- Transaction processing cycle
- Functional Information Systems
- Marketing Information Systems
- Manufacturing Information Systems
- Human Resource Information Systems
- Financial Information Systems

Module 3: Information System for Management

- Management Information System – Evolution – Characteristics – Functions - Importance
- Decision Support Systems – Characteristics – Types of DSS – Analytical modelling supported by DSS.
- Executive Information System
- Artificial intelligence
- Expert System – Knowledge representation – Applications

Module 4: Enterprise Resource Planning and Knowledge Management

- ERP Overview - Evolution from MRP to ERP- integrated data model - Implementation methodology
- Logistics and Supply chain management system – extended ERP
- Knowledge management systems - Data warehousing - Data mining systems
- Programmed and non-programmed decision making



Module 5: Information Systems Design and Analysis

- Planning of Information Systems
- Systems approach
- Systems development Life Cycle
- Systems analysis
- Systems design
- Systems implementation
- Systems maintenance
- Security and Ethical Challenges
- IS controls
- Facility Controls
- Procedural Controls

References

1. O'Brien, James, *A Management Information Systems* 10e, Tata McGraw Hill, New Delhi, 2010
2. Lynda M Apple Gate, *Corporate Information Strategy and Management* 8e, Robert D Austin et al, Tata McGraw Hill, 2008
3. Laudon Kenneth C. and Laudon Jane P., *Management Information Systems* 14e, Pearson India, 2013.
4. Alter, Steven, *Information Systems – A Management Perspective* 3e, Prentice hall, 1999
5. Stair Ralph, *Fundamentals of Information systems* 10e, Cengage - India, 2012



BMBA214: MARKETING MANAGEMENT

Objectives

- *To provide students with theoretical and conceptual aspects in marketing.*
- *To identify and analyze marketing problems and develop creative solutions*
- *To familiarize the role of contemporary marketing*

Module 1: Introduction to Marketing Management

- Marketing – Nature and scope
- Marketing Mix
- Evolution of Marketing – Marketing 3.0
- Marketing as Creating, Communicating and Delivering Value
- Competitive strategies of market leaders, challengers, followers and nichers

Module 2: STP and Consumer Buying Decisions

- Market Segmentation - basis, process
- Targeting, Positioning - strategies.
- Decision Making units
- Buyer Behaviour – Consumer buying decision process -Cognitive Dissonance
- Business buying decision process

Module 3: Product & Pricing Strategies

- Concept of Product- Classification of products.
- Product mix - Product line, length, depth, consistency.
- New product development process -Consumer adoption process
- Product life cycle
- Pricing - Factors affecting Price Determination.
- Pricing Policies and Strategies

Module 4: Channels of Marketing & IMC

- Marketing Channels - Levels
- Retailing, Wholesaling
- E-commerce and Hybrid channels
- Promotion mix
- IMC - Concept, Tools and Process

Module 5: Recent Trends in Marketing

- Digital Marketing evolution
- Mobile Marketing and Web based Marketing
- Social Media Marketing



- Green Marketing
- Rural Marketing

References

1. Kotler Philip, Keller Kevin, Koshy Abraham & Jha Mithileshwar *Marketing Management – A South Asian Perspective*, Pearson Education.
2. Ramaswamy V.S and Namakumari. S *Marketing Management – Global Perspective, Indian Context*, MacMillan.
3. Paul Baines Paul, Fill Chris & Page Kell. *Essentials of Marketing*, Oxford publication.



BMBA215: OPERATIONS MANAGEMENT

Objectives

- *To gain a broad understanding of operations management*
- *To understand the operational decision areas for managing manufacturing and service organizations*
- *To equip the students with operations management concepts, strategies and tools for effective utilization of resources and meeting customer expectations.*

Module 1: Introduction

- Nature and Significance of Operations Management
- Manufacturing and Services Operations
- Operations Management with other functional areas of Management
- Operations Strategy
- Facility Locations – Cost competition and Hidden factors
- Types of Manufacturing Systems and Layout – Facility Layouts, FMS

Module 2: Planning and Forecasting

- Production Planning and Control-Functions
- Operations Forecasting: Forecasting methods. -Quantitative and Qualitative approaches
- Aggregate planning Strategies-Chase Strategy & Level Strategy
- Master Production Schedule
- Material Requirement Planning (MRP)- Bill of Materials, CRP, MRP-II

Module 3: Work Study and Work Measurement

- Work study, Time and Method Study-Implications on Productivity
- Work measurement Techniques – Work sampling
- Work Environment & Ergonomics
- Industrial Safety & Security

Module 4: Materials Management

- Materials Management – Functions – Material Planning
- Inventory control – Types of Inventory – Selective Inventory Control Techniques– Safety stock
- Inventory Control Systems – Perpetual, EOQ, EBQ – Periodic – JIT –KANBAN.
- Material Handling: Principles, Equipments for Materials Handling
- Value Analysis
- Purchase functions and Procedure
- Managing Vendors; Vendor Analysis, Rating and Selection – Procedure and Criteria.



Module 5: Quality Management

- Statistical Quality Control (SQC)
- Total Quality Management
- Cost of Quality (COQ)
- ISO Certification
- Lean Manufacturing and Toyota Production System (TPS)
- Maintenance Management Function – Types of Maintenance-TPM

References

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, *Operations and Supply Management*, Tata McGraw Hill.
2. Jay Heizer & Barry Render. *Operations Management*: Pearson Education Publication New Delhi
3. Everest E Adam, Ebert, *Production and Operations Management*, PHI –Publication, India
4. Joseph G Monks – *Operations Management (Theory and Problems)* –McGraw-Hill Intl.
5. B. Mahadevan-*Operations Management: Theory and Practice*: Pearson Publication



BMBA216: OPERATIONS RESEARCH

Objectives

- *To provide a conceptual understanding of the role of operations research in the decision making process.*
- *To create a scientific approach to formulation and problem solving under competitive environment.*
- *To apply various OR techniques for Resource Optimization.*

Module 1: Introduction & Linear Programming

- Introduction to OR – Evolution, Nature - Scope, Merits and Limitations
- Concept of Optimization - Decision making through Operation Research
- Model formulation – General methods for solving OR models
- Basic OR models.
- Introduction to programming techniques – Formulation
- Graphical method
- Simplex methods – Maximization & Minimization problems
- Problems involving Artificial Variables – Degeneracy
- Introduction to Duality

Module 2: Transportation Problem

- Transportation problem – Model Formulation
- Initial solution - North West corner method(NWCM), Least Cost Method (LCM), Vogels Approximation Method (VAM).
- Optimal solution – MODI Method
- Unbalanced – Degeneracy
- Maximisation Problem

Module 3: Assignment Problem & Game Theory

- Assignment problem –Formulation
- Hungarian method
- Unbalanced Problems & Prohibited assignments
- Maximisation Cases
- Theory of games – Types of games – Two Person Zero sum games
- Payoff– Saddle Point –Minimax, Maximin Principles – Principle of Dominance.

Module 4: Network Analysis

- Network Analysis – significance and introduction
- Network Construction



- Critical Path Method - Time estimation, Critical Path – forward and backward pass method
- Float – total, free, Independent
- PERT – expected time, Probability of completion.
- Concepts of Crashing
- Introduction to Project Management Software.

Module 5: Queuing Theory and Sequencing

- Queuing Theory – Waiting line system
- Queuing Models - M/M/1 model – Kendall's notation.
- Sequencing – significance and introduction
- Processing through 2 machines, 3 machine

References

1. Dr. J.K. Sharma, *Operations Research* –Macmillan India Ltd.
2. N D Vohra, *Quantitative techniques*, Tata McGraw Hill.
3. Hamdy A Taha, *An Introduction to Operations Research*, Prentice Hall
4. Ronald L. Rardin, *Optimization in Operations Research*, Pearson Education, India
5. G Srinivasan, *Operations Research- Principles and applications*, PHI Learning, 2010



SEMESTER III

BMBA317: INTERNATIONAL BUSINESS

Objectives

- *To familiarize the students to the basic concepts of international business management*
- *To bring out the importance of international business and to analyse global business principles and practices*
- *To understand the global business environment and the entry modes in International business.*

Module 1: Introduction

- Introduction to International Business
- Nature & Dimension of International business
- Environment of International Business – Economical, Political, Demographical, Global, Social, Cultural, Technological, Legal
- Global Strategy-Choosing a Strategy-Entry mode in IB

Module 2: Globalization & Regional Economic Integration

- Globalization (Definition, Process, Opport Moduleies Threats, Driving forces Advantages & Disadvantages)
- Globalizations of Indian Business & World Trade
- GATT, WTO (Organisation Structure, Functions & Principles, Anti-dumping Uruguay Round, Ministerial Conference, India & WTO, Tariff & Non-Tariff Barriers, TRIPS & TRIMS)
- Economic Integration -Objectives, Types-& Regional Blocks –European Union.
- International Commodity Agreements

Module 3: International Monetary System

- IMF (Purpose, Organisation and Management, Resources, Financing & Lending facilities, SDR, Technical Assistance, International Liquidity)
- World Bank and Subsidiaries
- Foreign Exchange (Market & Mechanism, Quotation, Risk)
- Determinants of Exchange Rate
- Exchange Rate Forecasting & Fixed /Floating rates
- Exchange Rate Theories-PPP, Interest Rate theories



Module 4: Global Trade & Theories

- Theories of International Trade (Mercantilism, Absolute, Comparative, O-H, New Trade Theory & Porters National Competitive Advantage Theory)
- Export and Import Procedure - Export Assistance (Financial & Non-Financial) & Letter of Credit
- BOP-Type of Accounts
- FDI (trends, benefits, determinants)
- Foreign Investment in India (inflow /outflow)
- Forex Reserve of India

Module 5: Global Operations

- Global Supply Chain and Logistics Management
- Global Investment Environment (World Investment Report –UNCTAD)
- Country Evaluation & Selection
- Credit Rating Agencies -Overview
- International Asset Protection
- Social Issues in International Business (Labour & Environment Issues)

References

1. Charles W.I. Hill and Arun Kumar Jain, *International Business*, 6th edition, Tata McGraw Hill, New Delhi, 2010.
2. John D. Daniels and Lee H. Radebaugh, *International Business*, Pearson Education, New Delhi, 2000.
3. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, *International Business*, 7th Edition, Cengage Learning, New Delhi, 2010.
4. Rakesh Mohan Joshi, *International Business*, Oxford University Press, New Delhi, 2009.
5. P. Subba Rao, *International Business Text and Cases*, Himalaya Publications, New Delhi



BMBA318: BUSINESS ANALYTICS

Objectives

- *To acquire knowledge of Business Analytics terminologies and concepts*
- *To understand and gain familiarity on the application of business analytics*
- *To acquire knowledge on the tools and technique to answer business questions*
- *To understand how to draw meaningful conclusions to business problems using analytics*

Module 1: Introduction

- Introduction to Business Analytics
- Evolution and scope
- Business analytics process
- Decision models.
- Web Analytics - Social Media Analytics, Text mining

Module 2: Financial Analytics

- Understanding Risk, credit risk analysis
- Fraud detection and prevention analytics.
- Analytics in banking, Insurance and Capital markets.
- What-if analysis, scenario manager and goal-seek in finance

Module 3: Operations Analytics

- Demand Planning – Forecasting Model building
- Supply planning - Procurement and Strategic Sourcing
- Inventory Modeling - Aggregate planning and resource allocation decisions, Make/Buy decision.
- Single-period purchase decisions, multiple time period models, overbooking decisions.

Module 4: Human Resource Analytics

- Recruitment Analytics
- On Boarding Analytics
- Staffing Analytics
- Performance & Skill Gap Analytics
- Compensation & Benefit Analytics
- Training & Learning Analytics
- Promotion and Succession Planning Analytics
- Compliance Analytics
- Attrition & Retention Analytics



Module 5: Marketing Analytics

- Basics of marketing analytics- decisions models
- Characteristics, types and benefits of decisions models
- Segmentation using factors analysis and cluster analysis
- Regression and choice based segmentation,
- Positioning - perceptual maps: developing perceptual map, multi-dimensional scaling.
- Customer life-time Value
- Retail pricing markdowns,
- Modelling relationships and trends

References

1. Evans, J.R. (2013), *Business Analytics: Methods, Models, and Decisions*, 3rd ed. Pearson India
2. Malhotra, N.K. and Dash, S. (2011), *Marketing Research*, 6th ed. Pearson India
3. Prasad, R.N. and Acharya, S. (2011), *Fundamentals of Business Analytics*, 1st ed. Wiley India
4. Davenport, T.H. and Harris, J.G. (2007) *Competing on Analytics: The New Science of Winning*, 1st ed. Harvard Business Review Press
5. Fitz-enz, J. (2010), *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*, 1st ed., American Management Association



SEMESTER IV

BMBA419: STRATEGIC MANAGEMENT

Objectives:

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

- *Explain the basic concepts, principles and practices in strategic management*
- *Understand the strategic decisions of organisations.*
- *Integrate knowledge gained in basic courses into a holistic and multi-functional perspective.*

Module 1: Basic Concepts of Strategic Management

- Introduction to strategic Management.
- Evolution of Strategic Management.
- Strategic Management process
- Vision, Mission and Purpose, Goals and Objectives
- Developing business model
- Strategic Management at the Corporate level, Business level, and Functional level
- Strategic Fit Vs Strategic Intent

Module 2: Environment Analysis & Internal Analysis of Firm

- Industry life cycle analysis
- SWOT analysis
- General environment scanning, competitive & environment analysis –
- Assessing internal environment through functional approach and value chain –
- Porter's Five Forces Model
- Key Result Areas, Key Performance Indicators
- Core competencies
- Porters Generic strategies- Low cost, Focus and differentiation

Module 3: Strategy Formulation, Tools of Strategy Planning and Evaluation

- Types of strategies –Grand Strategies- Integration, intensive, diversification, and defensive strategies - Stability, Expansion, Retrenchment and Combination strategies
- Corporate Level strategies- Mergers and Acquisitions
- Portfolio analysis- BCG approach, SPACE, GE, Hofers, IA-BS matrix
- A.D. Little's Life-cycle approach to strategic planning
- Business portfolio balancing



Module 4: Strategy Implementation & Control:

- Various approaches to implementation of strategy
- Matching organisation structure with strategy
- 7S model - Strategic control process
- Du Pont's control model
- Balanced Score Card

Module 5: Contemporary Strategic Management Practices:

- Global Strategies-Alliances,
- Blue Ocean strategy.
- Garbage Bin Strategy
- Strategic Management in the Digital age
- The Strategy Palette.

References

1. Hill, Charles W L and Gareth R Jones. *Strategic Management: An Integrated Approach*. Cengage Learning
2. Wheelen, Thomas L and J David Hunger. *Strategic Management and Business Policy: Towards Global Sustainability*. Prentice Hall.
3. Kazmi, Azhar. *Strategic Management and Business Policy* (3/e). Tata McGraw Hill
4. Gerry Johnson & Kevanscholes, *Exploring Corporate Strategy: Text & Cases*, Prentice Hall India.
5. Fred R.David, *Strategic Management Concepts & Cases*, Pearson.



FINANCIAL MANAGEMENT ELECTIVES

BMBAFM01: BANK MANAGEMENT

Objectives

- *To acquire knowledge in various functions associated with banking and banking technology.*
- *To facilitate the study and practice of banking and to attain competence in the profession of banking.*
- *To understand the evolution and development of banking system*

Module 1: Banking System in India

- Origin, Evolution – Phases, System of Banking
- Commercial Banking Structure in India
- Functions of Commercial Banks
- Principles of Bank Lending Liquidity – Profitability – Safety & Security
- Commercial Banks and Credit Creation
- RBI- Role and Functions

Module 2: Banker – Customer Relationship & Recent Developments

- Normal Incidents of Relationship
- Banker as a Trustee and Agent
- Small banking, Micro banking, Payments Bank, Universal Banking
- Banking CRM

Module 3: Banking Technology

- Core Banking – Concepts and Benefits
- E-Banking -Functions- Benefits- Limitations
- Electronic Fund Transfer system -Inter Bank Communication- Automated Clearing System RTGS, SWIFT, IMPS, UPI
- Remittance Facilities and Clearing system
- Electronic Payment System- Credit card, Debit card, Smart card, ATM card and Personal Identification, CTS Cheques

Module 4: Treasury & Balance Sheet Management

- Introduction to Treasury Management, Treasury Products
- ALM – Asset Liability Management
- Banking Risk - Liquidity, Interest, Credit, Market



- Capital Adequacy- Basel Norms
- Asset Classification and Provisioning norms
- Evaluating bank performance -ROE Model –CAMEL rating- GAAP Probability Analysis- Balance Score Card

Module 5: Investment Banking & Banking Regulations in India

- Overview of Investment banking- Meaning- Function, Nature and Scope of present day Investment Banker
- Mergers and Acquisitions of Banks -Motives- Value Creation- Financial and Non-Financial Considerations
- Banking Regulations Act-1949-Amendment Act 1968
- BASEL Norms
- Banking Ombudsman
- Financial Inclusion, Know Your Customer (KYC),
- Credit Information Bureau (India) Ltd. (CIBIL) & Banking Codes and Standard Board of India (BCSBI)

References

1. Antony Saunders & Marcia Million Cornett '*Financial Markets and Institutions*, Tata McGraw Hill Publishing Co. Ltd.
2. IIB & F, '*Legal & Regulatory Aspects of Banking*', Macmillan Publishers
3. IIB & F, '*Banking Financial Management*', Macmillan Publishers
4. IIB & F, '*Principles and Practice of Banking*', Macmillan Publishers
5. Muraleedharan D, '*Modern Banking –Theory and Practice*', PHI Learning Pvt. Ltd.
6. Shekhar K.C & Lekshmy Shekhar '*Banking Theory and Practice*', Vikas Publishing House
7. Peter S Rose & Sylvia C Hudgins, '*Bank Management and Financial Services*', Tata McGraw Hill
8. Padmalatha Suresh, Justin Paul "*Management of banking and Financial Services*", Pearson



BMBAFM02: FINANCIAL DERIVATIVES AND RISK MANAGEMENT

Objectives

- *To understand the relevance, importance and scope of financial derivatives in management of risk.*
- *To equip students to understand the various financial derivatives and its uses.*
- *To understand the regulation and administration of financial derivatives.*

Module 1: Business Risk and Risk Diversification

- Sources and types of business risk
- Implications of business risk
- Risk perception of individuals and institutions
- Alternatives for managing
- Financial risk diversification
- Reinsurance
- Contingency contracts
- Derivatives in the Indian Context
- Trading infrastructure

Module 2: Risk Management using Derivatives

- Risk Management using derivatives
- Forwards and Future
- Commodity
- Financial Derivatives
- Futures- Stock Futures and Index Futures
- Interest Rate Futures
- Currency Futures
- Designing Futures Contracts – Hedging

Module 3: Valuation and Pricing of Options

- Stock options
- Basic Properties of Options
- Stock and Index Option
- Valuation–Sensitivity of Option Prices
- Binomial Option Pricing
- Black and Scholes Option Pricing
- Trading strategies using options



- Hedging Positions in Options
- Synthetic options

Module 4: Swaps

- Features
- Substitution swaps
- Currency swaps
- International swaps
- Interest rate swaps
- Forward rate agreements

Module 5: Regulation and Administration of Derivatives

- Accounting and Administration of Derivatives
- Regulation of derivatives activity
- Recent developments in derivatives trading in India

References

1. John C Hull “*Fundamentals of Futures and Options Markets,*” Pearson 7e, 2013
2. Elton Edwin J and Gruber Martin J, *Modern Portfolio Theory and Investment Analysis* 5e, John Wiley & Sons, 2010
3. Russel Fuller, *Modern Investments and Security Analysis* 4e, McGraw Hill, 2009
4. Sankarshan Basu and John C Hull “*Options, Futures, and other Derivatives,*” Pearson, 2013



BMBAFM03: INTERNATIONAL FINANCIAL MANAGEMENT

Objectives

- *To understand the significance International Financial Management and its importance in Business*
- *To gain knowledge on Forex markets*
- *To understand International Finance source and investing*

Module 1: International Financial Environment

- International Financial Management Overview
- Significance of Financial Exchange
- Growing Importance of International Finance
- BOP- Current A/c, Capital A/c, Official Reserve Account
- Significance of BOP Statement
- International Financial System

Module 2: Foreign Exchange Market and Mechanism

- Structure of Foreign Exchange Market
- Participants, Quoting, Settlement
- Determination of Exchange Rate, Exchange Rate Mechanism
- Factors influencing Exchange rate
- Exchange Rate Theories (PPP & Interest Parity), Foreign Exchange Exposures

Module 3: International Financial Markets

- Major International Markets (Bond, Equity, Forward market)
- Basic concept of International Money Market
- Major International Stock Markets and Bond Markets
- Forex Market – Spot Market - Future & Option Markets
- Euro Currency Market, Euro Issue –ADR, GDR, FCCB
- Offshore Banking Finance

Module 4: International Financing and Risk

- Equity Financing
- Bond Financing
- Bank Financing, Direct Loans
- Development Bank Lending
- Factors affecting International financing
- Risks in International Financing



Module 5: International Investment

- Overview of International Investing
- Capital Budgeting for International Investment
- Portfolio Investment, FII
- FDI, Types, Benefits and Cost
- Opportunities and Challenges in FDI, Role DIIP

References

1. Levi Maurice D, *International Finance*, McGraw Hill, India.
2. Apte P.G., *International Financial Management*, Tata McGraw Hill, New Delhi.
3. Jain P K, Peyrard Josette, Yadav S Surendra, *International Financial Management*, Macmillan, India
4. Pilbeam Keith, *International Finance*, McMillan Press, India.
5. Madura Jeff, *International Financial Management*, Thompson, India
6. Buckley Adrian, *Multinational Finance* – PHI, New Delhi
7. Shapiro A C, *Multinational Financial Management* – PHI, New Delhi



BMBAFM04: MANAGEMENT OF FINANCIAL SERVICES

Objectives

- *To understand the functioning and importance of financial services in an economy*
- *To familiarize the students, the operational and regulatory framework of the India Financial system.*
- *To understand the role of the various institutions in enabling investment, savings and capital formation to support the economy.*

Module 1: Financial Markets and Service Sector

- Institutional Framework of Indian financial system
- Financial Markets
- Primary markets role, functions, issue methods and recent developments
- Secondary Market Features, Stock exchanges, major Stock exchanges, Indices and recent developments
- Overview of Financial services sector
- Role of financial services sector in the Economy

Module 2: Financial Services I

- Role and Functions of NBFCs
- RBI guidelines on NBFCs
- Merchant Banking
- Functions of Merchant Bankers
- SEBI Guidelines on Merchant Bankers
- Leasing-Types: Hire purchase (overview)
- Factoring, Forfaiting

Module 3: Financial Services II

- Pension Funds, benefits, Types, NPS
- Insurance services – Benefits of Insurance, Types of Insurance in India
- Depositories – mechanism and functions
- Insurance – feature, benefits, types
- Asset Securitization.

Module 4: Mutual Funds

- Constitution of mutual funds
- SEBI regulation of AMCs
- Evaluating mutual fund performance



Module 5: Credit Rating and Venture Capital

- Credit Rating: features, advantages and need
- Credit Rating process, Credit Rating Agencies
- Venture Capital: meaning – origin and growth of venture capital
- Stages of Venture Capital financing – Seed funding, Start Up, First, Second, Mezzanine, Bridge.
- Venture Capital Industry in India

References

1. Shanmugham R, *Financial Services 1e*, Wiley India Pvt. Ltd., New Delhi, 2011.
2. Khan M.Y., *Financial Service 7e*, Tata McGraw Hill Publication Limited, New Delhi, 2013
3. Bhole L.M and Jitendra Mahakud, *Financial Institutions and Markets: Structure, Growth and Innovations 5e*, Tata McGraw Hill Publication Limited, New Delhi. 2009
4. Khan M.Y., *Financial Management: Text, Problems and Cases*
5. Padmalatha Suresh, Justin Paul “*Management of banking and Financial Services*”, Pearson



BMBAFM05: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives

- *To provide conceptual framework and evaluate various investment avenues*
- *To give an in-depth knowledge of investment*
- *To familiarize portfolio management techniques, that challenges an investment analyst*

Module 1: Investment Environment

- Meaning & Definition of Investment, Characteristics
- Objectives and Importance of Investment,
- Investment Vs Speculation Vs Gambling,
- Factors favourable for Investment,
- Investment Media & Tax Benefits,
- Investment Process

Module 2: Risk & Return

- Meaning of Risk & Return,
- Elements of Risk – Systematic & Unsystematic Risk
- Minimising risk exposure,
- Measurement of Risk

Module 3: Share & Bond Valuation

- Concept of Present Value
- Share Valuation Models -One year holding, Multiple year holding period, Constant growth model, Multiple growth model, Valuation through P/E ratio
- Bond Returns-Coupon rate, Current yield, Spot interest rates, YTM, YTC
- Bond Risk, Bond Theories, Bond Duration, Bond Immunisation, Bond Laddering.

Module 4: Security Analysis

- Fundamental Analysis- EIC Analysis, Technical Analysis, Dow Theory
- Graph, Chart, Pattern, Elliot Wave Theory
- Mathematical Indicators & Oscillators (MA, EMA, ROC, RSI, MACD)
- Market Indicators, Random Walk Theory, Efficient Market Hypothesis
- Form of Market Efficiency, Empirical Tests, EMH vs Fundamental Vs Technical Analysis,
- Overview of Behavior Finance



Module 5: Portfolio Management

- Portfolio Analysis – Return, Risk and, Reduction of Portfolio Risk through Diversification
- Portfolio Selection – Feasible and Efficient set of Portfolio, Optimal Portfolio, Markowitz Model, Single Index & Multi Index model, CAPM, Efficient Frontier with Riskless Lending and Borrowing, CML, SML
- Portfolio Revision- Need, Meaning, Constraints, Revision Strategies, Formula Plans
- Portfolio Evaluation- Need, Meaning, Shape, Treynor, Jensen Ratio, Decomposition of Performance

Reference

1. Bodie, Kane and Marcus, *Investments*, Tata McGraw Hill
2. Bhalla, V. K, *Investment Management*, S. Chand
2. Preethi Sing, *Investment Management*, Himalaya Publishing
3. Reilly and Brown, *Investment Analysis and Portfolio Management*, Thomson
4. Punithavathy Pandian, *Security Analysis and Portfolio Management*, Vikas Publishing
5. Ranganathan M and Madhumathi R, *Security Analysis and Portfolio Management*, Pearson
6. Kevin S, *Security Analysis and Portfolio Management*, Practice Hall
7. Fisher Donald & Jordan R Donald, *Security Analysis and Portfolio Management*, Pearson



BMBAFM06: STRATEGIC FINANCIAL MANAGEMENT

Objectives

- *To understand the importance of Strategic financial management.*
- *To acquaint students with the advanced concepts of financial management*
- *To help students apply financial management techniques to develop financial strategies.*

Module 1: Financial Policy and Strategic Planning

- Changing face of Financial Management
- Components of financial strategy
- Objectives and goals, strategic planning process.
- Investment Decisions Under Risk and Uncertainty
- Corporate strategy and project Evaluation

Module 2: Expansion and Financial Restructuring

- Mergers and Amalgamations
- Corporate restructuring
- Types of corporate restructurings- Expansion strategy, Divest-ment Strategy reason for merger and benefits
- Cost of merger.
- Evaluation of merger proposal

Module 3: Leasing and Venture Capital

- Meaning - importance - types,
- Evaluation of lease from the point of view of lessor
- Leasing versus Buy decision.
- Venture Capital: Concept and developments in India, process and methods of financing

Module 4: Financing Strategy

- Hybrid securities namely convertible and non-convertible securities
- Corporate Strategy Financial Policy and Shareholder value creation:
- Linkage between corporate strategy and financial strategy
- Implication of Capital Budgeting, Capital Structure and Dividend
- Managing Financial Risk with Derivatives: Types of corporate risk, Derivative Securities
- Risk management tools
- Ethical Business Strategy

Module 5: Foreign Exchange Exposure and Risk Management

- Exchange rate determination



- Exchange rate forecasting
- Foreign currency market
- Foreign exchange derivatives – Hedging currency risk
- Management of transaction, translation and economic exposure

References

1. Weaver Samuel, *Strategic Financial Management: Application of Corporate Finance*, Wiley, 2007
2. Chandra, Prasanna, *Strategic Financial Management: Managing for Value creation 1e*, McGraw Hill Education, Delhi, 2014
3. Koller, Tim, Wessels, David, *Valuation: Measuring and Managing the Value of companies*, 5th Edition, 2010
4. Copeland T.E and J.D Weston: *Financial Theory and Corporate Policy 4e*, Addison Westely. N, 2004
5. Matto, P.K.: *Corporation Restructuring: An Indian Perspective* Macmillan, New Delhi, 1998



BMBAFM07: TAX MANAGEMENT

Objectives

- *Get introduced to the concept, relevance and significance of Tax Management*
- *To understand the concept of tax planning.*
- *To equip the students on taxation.*

Module 1: Introduction to Taxation

- Tax- meaning
- Direct Tax and Indirect Tax
- History of Income Tax in India
- Basic Terms-
- Capital and Revenue-
- Residential status, tax incidences.

Module 2: Heads of Incomes

- Income from Salary
- Income from House Property

Module 3: Heads of Incomes

- Income from Business and Profession
- Income from Capital gain.
- Income from Other Source.

Module 4: Adjustments

- Carry forward and set off
- Clubbing
- Gross Total Income
- Deductions
- Assessment procedures
- Income tax Authorities
- Penalties & Prosecutions

Module 5: Tax Management

- Taxation of companies
- Obligations of Companies
- Tax evasion, tax avoidance, tax planning-tax management.
- Introduction to VAT and GST



References

1. Dr. H.C. Mehrotra & S.P. Goyal, *Income Tax Law and Practice*, New Age Publication, India
2. T N Manoharan, *Direct Tax Laws*, Snow site, Mumbai
3. Singhania V.K., *Corporate Tax Planning*, TMH.
4. Gupta and Gupta, *Corporate Taxation in India*, Himalya Publishing House, New Delhi.
5. Singhania, Vinod, "*Direct Taxes – Law and Practice*", Taxmann Publications.



BMBAFM08: WORKING CAPITAL MANAGEMENT

Objectives

- *To understand the relevance, importance and scope of liquidity management in an organisation.*
- *To equip students to suggest a suitable working capital policy based on the firm's capacity*
- *To equip the students to select an optimum working capital financing policy with long term sources vs short term sources after using spontaneous sources of funds.*

Module 1: Working Capital Management -Introduction

- Objectives of working capital management
- Optimum working capital
- Working capital determinants
- Estimation of working capital in an organization
- Need for working capital
- Operating cycle
- Working capital policies
- Liquidity vs profitability
- Risk and return

Module 2: Working Capital Financing

- Working Capital financing
- Sources of working capital
- Sources – long term vs short term
- Fixation of an overall working capital policy

Module 3: Management of Cash

- Management of cash - Accelerating cash inflows and decelerating cash outflows
- Managing collection
- Cash management models
- Optimum level of cash

Module 4: Management of Payables and Receivables

- Objectives of receivables and payment management
- Management of receivables
- Management of payables
- An overview to credit management



Module 5: Management of Different Components of Working Capital

- Management of inventories
- Optimum inventory
- Inventory management techniques
- Levels of inventory
- Inventory control

References

1. Van Horne James, *Financial Management Policy*, Prentice Hall India, 2002
2. I M Pandey, *Financial Management* 10e, Vikas Publications, New Delhi, 2010
3. Khan M Y& Jain P K, *Financial Management* 7e, Tata McGraw Hill, New Delhi, 2013
4. Lawrence J Gitman, *Principles of Managerial Finance* 13e, Pearson Education limited. New Delhi, 2011
5. James C Vanhorne, John M WachowiczJr, *Fundamentals of Financial Management*, Pearson Education Limited, New Delhi, 2009



BMBAFM09: INSURANCE SERVICES

Objectives

- *To understand the concept of Risk and Insurance*
- *To understand different types of Insurance*
- *To understand the structure and regulations of Insurance industry in India*

Module 1: Introduction to Insurance

- Concept of risk - risk identification and evaluation
- Risk management techniques- risk avoidance- loss control- risk retention-risk transfer,
- The nature of insurance- principle of insurance contract- requirements of an insurance contract.
- Recent Trends

Module 2: Types of Insurances

- Life, health and income insurance - types of life insurance
- Life insurance contract provisions- loss of health
- Health insurance policies – disability income insurance
- Annuity scheme- pension schemes – structure and characteristics.

Module 3: Loss and Liability

- Property and liability loss exposure
- Types of loss exposure- direct and indirect losses
- Liability damages
- Civil and criminal law provisions.

Module 4: Insurance Companies and Claims

- Accounts of insurance companies
- Valuation balance sheet
- Insurance claims
- Fire- consequential loss (fire).
- Overview of Actuarial Science
- Major Players in Insurance sector in India

Module 5: Industry Structure and Regulation

- Market structure of insurance services- functions of insurers – reinsurance
- Types of insures- channels of distribution of insurance services-
- Regulation of insurance services - IRDA – Role, duties and powers
- Liberalisation of insurance services in India.



References

1. George E. Rejda, *Principles of Risk Management and Insurance*, Pearson Education.
2. Harold D Skipper, W. Jean Kwon- *Risk Management and Insurance- Perspectives in a Global Economy*, Blackwell Publishing.
3. M N Mishra, S B Mishra- *Insurance Principles and Practice*- S Chand. Publishing, New Delhi.
4. Crews, Tena B (2009): *Fundamentals of Insurance*, South -Western Educational Publications
5. G Krishnaswamy, *A Textbook On Principles & Practice of Life Insurance*- Excel Books, New Delhi



BMBAFM10: PROJECT FINANCE

Objectives

- *To understand the concept of Project management*
- *To learn the different techniques used for Project management*
- *To acquire working knowledge Project management*

Module 1: Introduction:

- Project and Project Management, Categories,
- Project Management – Definition –Goal, Lifecycles.
- Project Selection Methods.
- Project Development Cycle, Project Selection Methods,
- Project Portfolio, Project Teams.

Module 2: Project Report and Project finance

- Contents of a Detailed Project Report (DPR);
- Introduction to project finance
- Scheme for project finance
- Entity risk- transaction risk
- Mitigating and Managing Project Risk- Risk Period
- Financial Risk-Political Risk-Legal Risk-Environmental Risk-Refinancing risk.

Module 3: Feasibility Analysis

- Demand forecasting- Market analysis-
- Technical analysis- Competitive status of a project-
- Economic Appraisal-
- Social Cost Benefit Analysis,
- Environmental Impact Analysis.

Module 4: Source of Funding

- Public issue- Regulation-SEBI guidelines
- Debt Securities-Term loan-
- Commercial Banks-
- External Commercial Borrowing.
- Project financing in India – Financial assistance for projects
- Sources and schemes and various incentives for new projects

Module 5: Financial Feasibility

- Cost of the Project-Source of finance
- Finance Projection-Evaluation of cash flow and profitability-



- Financial Analysis-Capital structure Analysis- Break Even Analysis-
- Financing Capital structure-
- Working capital Decision
- Capital Budgeting Decision.

References

1. Chandra Prasanna, *Projects Planning: Analysis, selection, imple-mentation and review*, Tata McGraw Hill.
2. Larson Erik W. & Gray Clifford F, *Project Management: The Managerial Process*, McGraw Hill.
3. Jack R. Meredith, and Samuel J. Mantel Jr., *Project Management – A Managerial Approach*, John Wiley and Sons.
4. Harold Kerzner, *Project Management – A Systems Approach to Planning”, Scheduling and Controlling*, John Wiley and Sons.
5. Larry Richman, “*Project Management: Step-by-Step*” PHI Learn-ing Private Limited.
6. Machiraju, H.R, *Introduction to Project Finance*, Vikas Publishing House.
7. HPS Pahwa, *Project Reports and Appraisals*, Bharat Law House.
8. Khan Beenhakker, H.L. *Risk Management in Project Finance and Implementation*. Westport, CT: Quorum Books



MARKETING MANAGEMENT ELECTIVES

BMBAMM01: BUSINESS TO BUSINESS MARKETING

Objectives

- *To get an overview of business to business marketing*
- *To understand the buying process of industries*
- *To equip the students to frame promotional strategies for business to business marketing.*

Module 1: Introduction

- Meaning and Scope of Industrial marketing
- Differences between Business and Consumer markets
- Types of Organizational Customers
- Demand for Industrial Goods
- Business Market Segmentation, Targeting and Positioning
- Role of CRM in Industrial marketing

Module 2: Organizational Buying

- Factors Influencing Organizational Buying
- Models of Buyer Behavior
- Organizational Buying Process Stages
- Organizational Buying Practices – Industrial, Government and Defence
- Buying Centre Roles
- Buy grid framework
- Enquiries and Tenders
- Supplier Evaluation
- Buyer Seller Relationship.

Module 3: Product and Pricing in Industrial Marketing

- Industrial Product Development Process
- Managing Industrial Product Lines
- Managing Across Product Life Cycle
- Product Revitalization/Elimination Decisions
- Characteristics of Pricing in B2 B Market
- Factors influencing Pricing
- Pricing Methods and Strategies



Module 4: Industrial Channels of Distribution

- Types of Distribution Systems in Industrial marketing
- Choice of Channel Systems
- Channel Partners
- Managing Channel Conflicts
- Distribution Logistics
- Personal Selling
- Sales Force Management
- Post Sales Service
- Customer Satisfaction and Evaluation.

Module 5: Industrial Goods Promotion

- Branding of Industrial Products
- Creating Corporate Image
- Industrial Advertising
- Role of Internet in Business Market
- Industrial Marketing Control.

References

1. Vitale & Giglierano, *Business to Business Marketing* Thomson South-Western
2. U C Mathur, *Business to Business Marketing*, New Age International Publishers
3. Robert R Reeder, Edward G. et al, *Industrial Marketing*, Prentice Hall of India



BMBAMM02: CONSUMER BEHAVIOUR

Objectives

- *To understand the basics of consumer decision-making processes*
- *To understand the role of consumer behaviour in the marketing process*
- *To analyse consumer behaviour and use them in designing marketing strategy*

Module 1: Introduction to Consumer Behaviour

- Consumer behaviour - concepts; nature, scope
- Factors influencing consumer behaviour, Applications of consumer behaviour
- Consumer behaviour and marketing strategy
- Market Segmentation – Levels & Types
- Consumer Motivation & Motivational Theories

Module 2: Consumer Decision Process

- Consumer decision making Process-Rules, Levels
- Consumer decision making process Vs. Business Decision Making Process
- Consumer involvement –Causes, Factors, Effects& Models
- Models of consumer decision making – Traditional & Contemporary Models

Module 3: Influentials - 1

- Theories of personality; Cognitive Personality Factors
- Consumer perception –The Process substages, Elements, Perception process
- Marketing Application of perception
- Individual influences on buying behaviour; Consumer as an individual;

Module 4: Influentials - 2

- Reference group influence in buying decisions; Factors affecting reference group & Its benefits, Application
- Opinion leadership, Diffusion of innovation
- Family life cycle, threats, roles and family decision-making;
- Social class concept & Consumer behaviour.

Module 5: Indian Consumer – Consumer Research

- Culture and Consumer behaviour: Core culture and subcultures. Role of culture in consumer buying behaviour.
- Challenges in Cross Culture Marketing & Multinational Strategies
- Modern trends in consumer research and Process.
- Problems faced by Indian consumers; Consumer protection Policy in India



References

1. Hawkins, Best and Coney: *Consumer Behaviour*, Tata McGraw Hill, New Delhi 2004.
2. Schiffman, L.G. and Kanuk, L.L.: *Consumer Behaviour*, Pearson, New Delhi, 2011.
3. Laudon, David L and Bitta Albert J Della: *Consumer Behaviour*, Tata McGraw Hill, New Delhi 2005.
4. Mowen, John C: *Consumer Behaviour*, Macmillan, New York 1993.
5. Assael, H: *Consumer Behaviour and Marketing Action*, South Western, Ohio 1995.



BMBAMM03: DIGITAL MARKETING

Objectives

- *To Understand Digital Marketing Conceptual Framework.*
- *To identify opportunities & meet challenges of digital world.*
- *To thrive in a social media driven market.*

Module 1: Introduction to Dot Com

- Principles and Drivers of New Marketing Environment
- Traditional and Digital Marketing
- Introduction to Online Marketing Environment -Dotcom Evolution
- Internet Relationships - Business in Modern Economy
- Integrating E-Business to an Existing Business Model – Online Marketing Mix
- Mobile Marketing –Apps Marketing

Module 2: Online Buying Behaviour

- Purchase Behavior of Consumers in Online Market
- Online B2C Buying Process - Online B2B Buying Behavior
- Website Designing - Website Content-- Co-Created Content Management
- Forms of Search Engines
- Working of Search Engines - Revenue Models in Search
- Engine Positioning – SEO - Display Advertising

Module 3: Branding Online

- Product Attributes and Web Marketing Implications - Augment-ed Product Concept
- Customizing the Offering
- Approaches Branding Online
- Internet Pricing Influences - Price and Customer Value - Online Pricing
- Strategies and Tactics – Time-based Online Pricing - Personalized Pricing- Bundle Pricing.

Module 4: E- Retailing

- Internet Enabled Retailing - Turning Experience Goods into Search Goods
- Personalization through Mass Customization - Choice Assistance
- Personalized Messaging - Selling through Online Intermediaries
- Online Advertising- Affiliate Marketing -Participatory Communication Networks - Social Media Communities
- Direct to Customer Interaction - Online Channel Design for B2C and B2B Marketing.



Module 5: Control & Evaluation Mechanism

- Integrating Online Communication into IMC Process
- Consumer Engagement -Interactive Digital Networks–Customer
- Lead Marketing Campaigns
- Control & Evaluation Mechanism in Digital Marketing
- Legal and Ethical aspects related to Digital Marketing.

References

1. Smith P R Chaffey Dave, *E-Marketing Excellence: The Heart of E-Business*, Butterworth Heinemann, USA
2. Strauss Judy, *E-Marketing*, Prentice Hall, India
3. Damian Ryan, *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*, 3rd.ed, Kogan Page, 2014.



BMBAMM04: INTEGRATED MARKETING COMMUNICATION

Objectives

- *To appreciate the range of tools available for marketing communication*
- *To develop an understanding of the different elements of integrated marketing communication and their integration.*
- *To develop sensitivity towards legal and ethical considerations in the formulation and implementation of communication strategies.*
- *To know the latest developments in the field of marketing communication.*

Module 1: Introduction to Integrated Marketing Communication (IMC)

- Communication as an Integral Part of Marketing
- Communication Process-Response hierarchy model.
- IMC impact on brand management, positioning, sales
- Communication mix
- Steps in developing IMC
- Evaluation of the integration of Communication

Module 2: 5 M's of Advertising

- Mission
- Money-Advertising Budget
- Message-Creative Brief, measurement to creative brief and Appeal
- Media-Variou media for advertising, Media planning
- Measure-TRP, GRP, Reach, TAM
- Role of women. children and celebrity in advertising
- Legal and ethical aspects of advertising-ASCI, Consumer Complaints Council

Module 3: Role of Advertising Agencies

- Functions of ad agencies
- Types of agencies - In House Agencies –independent
- Ad agency structure
- Agency Compensation
- Client Agency Relationship
- Selection of Agency

Module 4: Promotion Tools

- Sales Promotion - Trade Oriented – consumer oriented
- Direct Marketing
- PR – Publicity –



- Sponsorships - Event Management
- Word-of-Mouth -
- OOH (Out of Home)

Module 5: Modern Means of Communication

- Online Marketing Communication Process
- Mobile as a means for marketing communication
- Social media for Marketing communication
- Consumer generated Communication - Virtual Community Influence on IMC.
- Future of IMC-AR, Chatbox, Creating value through all customer touch points

References

1. Aaker, David A et. al.: *Advertising Management*, Prentice Hall of India, New Delhi 1985
2. Clow, Baach, *Integrated Advertising Promotion and Marketing Communication*, Pearson Education. India.
3. George E Belch & Michel E Belch, *Advertising & Promotion and Integrating Marketing Communication Perspective* Tata McGraw Hill.
4. Philip Kotler et al, *Marketing Management, A South Asian Perspective*, Pearson education, Delhi, 2013
5. Kruti Shah, Alen D : *Advertising and Promotions an IMC Perspective*, Tata McGraw Hill



BMBAMM05: PRODUCT AND BRAND MANAGEMENT

Objectives

- *To enable the students to understand the fundamental concepts in product & branding*
- *To equip the students with various dimensions of product and brand management*
- *To develop competencies to formulate and implement brand building strategies*

Module 1: Introduction to Product Management

- Product- Meaning & Classification
- Product Management– Definition, Scope and Importance
- Challenges affecting Product Management
- Product Mix and Line strategies

Module 2: Development of Product Strategy

- Category Attractiveness Analysis
- Competitor Analysis
- Consumer Analysis
- Developing Product Strategy: - Setting Objectives,
- Selection of Strategic Alternatives, Differentiation and Positioning.

Module 3: New Product Development and Management

- New Product Development – Process and Challenges.
- New Product Launches
- New Product Failure
- PLC strategies and Revitalization Strategies

Module 4: Brand and Elements of Branding

- Brand – Role of branding
- Brand Management Process
- Brand Identity
- Brand communication
- Brand Positioning
- Brand Image and Personality

Module 5: Managing Brands

- Launching New Brands
- Brand Equity & Brand Valuation
- Brand Extension Strategies
- Revitalizing Brands



References

1. Kevin Lane Keller, *Strategic Brand Management*, Pearson Education, India.
2. Tapan K Panda, *Product and Brand Management*, Oxford University Press.2016
3. U.C. Mathur, *Product management* – Excel Books, New Delhi, India.
4. Paul Tmeporal, *Branding in Asia*, John Wiley & sons (P) Ltd., New York, 2000.
5. Jean Noel, Kapferer, “*Strategic brand Management*”, The Free Press, New York, 1992.



BMBAMM06: RETAIL MANAGEMENT

Objectives

- *To provide understanding on modern retailing in India*
- *To enable students to understand retail formats, locations, supply chain and merchandising management*
- *To provide strategic outlook on consumer behavior and emerg-ing trends in retailing*

Module 1 Retail Trends

- Global Retailing – Challenges and opportunities
- Retail trends in India – e-tailing
- Socio economic and technological Influences on retail manage-ment
- Government of India policy implications on retailing

Module 2 Retail Formats

- Organized and unorganized formats
- Different organized retail formats
- Characteristics of retail formats
- Online retail strategies
- MNC's role in organized retail formats

Module 3 Retail Location and Positioning

- Choice of retail locations- internal and external atmospherics
- Positioning of retail shops – Building retail store Image
- Retail service quality management
- Retail Supply Chain Management-online-offline-hybrid
- Retail Pricing Decisions
- Merchandising and category management

Module 4 Retail Store Management

- Visual Merchandise Management
- Space Management
- Retail Inventory Management – Retail accounting and audits
- Retail store brands – Retail advertising and promotions
- Retail Management Information Systems
- Emerging retail management practices

Module 5 Retail Shopper

- Understanding of Retail shopper behavior – Shopper Profile Analysis
- Shopping Decision Process



- Factors influencing retail shopper behavior
- Complaints Management
- Retail sales force Management–Challenges in Retailing in India.

References

1. Swapna Pradhan, *Retail Management -Text and Cases*, Tata McGraw Hill, 4th Edition, 2013
2. Piyush Kumar Sinha and Dwarika Prasad Uniyal, *Managing Retailing*, OHE, 2012
3. Michael Levy and Barton Weitz, *Retailing Management*, McGraw Hill Education (India) Private Limited; 8 editions (27 June 2012).
4. Chetan Bajaj, Rajnish Tuli, *Retail Management*, Oxford University Press, 2010
5. Ramkrishnan and Y.R. Srinivasan, *Indian Retailing Text and Cases*, Oxford University Press, 2008.



BMBAMM07: RURAL MARKETING

Objectives

- *To enable students to understand rural market scenario in India*
- *To enable students in gaining insights on rural marketing strategies.*
- *To provide students an understanding of e- rural marketing and advancements in rural marketing*

Module 1: Rural Marketing in India

- Evolution of Rural Marketing in Indian Context
- Characteristics and potential of Rural Marketing
- Socio-Cultural-economic & other environmental factors affect-ing Rural Marketing
- A comparative Analysis of Rural Vs Urban Markets
- Role of Central, State Government and other Institutions in Rural Development (MNREGA, IAY, PMRY, Kudumbasree), Co-operative and Micro Credit Agencies

Module 2: STP and Rural Marketing Approaches

- Rural Consumer Profile
- Classification of Rural Marketing – Regulated- Non Regulated
- Segmentation- Targeting-Positioning approaches in rural marketing
- Structure of Competition in Rural India.
- Various rural marketing approaches including Public Private Partnership Model in Rural Marketing

Module 3: Rural Marketing Mix

- Product and Branding in Rural Marketing
- Rural specific pricing methods
- Rural Distribution and Retail models in Rural Marketing
- Rural Marketing Communication methods
- Consumer Education in Promotion of Rural Marketing

Module 4: Rural Buyer and New Product Adoption

- Consumer Buyer Behaviour in Rural Marketing
- Consumer decision making process in rural market – role of opinion formers and opinion leaders
- New Product Development in Rural Marketing
- Fostering Creativity& Innovation in Rural Marketing
- New product adoption in rural markets



Module 5: ICT and Emerging Trends in Rural Marketing

- Social Marketing - Cause related marketing
- e- Rural Marketing
- Mobile based marketing
- Impact of ICT in rural marketing
- Emerging trends in rural marketing

References

1. *Rural Marketing Perspectives, Insights, Strategies, Issues and Cases*, Galgotia Publishing Company; 1ST edition, 2014
2. Badi. R. V, *Rural Marketing*, Himalaya Pub. House-New Delhi, 2014.
3. Rural consumer Awareness and Behaviour, Balusamy Sellappan and Vanitha Somasundaram, LAP Lambert Academic Publish-ing, 2013
4. Fundamentals of rural marketing in India, Y. K Singh, Cyber Tech Publication, 2013
5. New trends in rural Marketing, S.C. Jain, RBSA Publishers, 2011.



BMBAMM08: SALES AND DISTRIBUTION MANAGEMENT

Objectives

- *To Understand Sales and Distribution Conceptual framework.*
- *To understand the Challenges and dynamics of the Sales & Distribution processes*
- *To design, develop and manage distribution channel.*

Module 1: Introduction to Sales Management

- Objectives and Scope of Sales management
- Sales Management Vs Marketing Management
- Theories of Selling- Buyer Seller Dyad, AIDAS, Right set of circumstances, Buying formula.
- Sales Forecasting Methods: Qualitative Methods and Quantitative Methods

Module 2: Sales force Management

- Functions of Salesperson- Qualities of Effective Sales Executive
- Recruiting Selecting and Motivating the Sales Force
- Personal Selling Process- Prospecting, Sales Resistance, Closing Sales
- Sales Quota – Quota Setting and Administration

Module 3: Sales Control

- Sales Budget- Objective and types
- Sales Territory Design - Types and shape of sales territory.
- Routing & Scheduling, Assignment of Sales Personnel to Territories
- Sales Control and evaluation tools.

Module 4: Channel Design & Management

- Marketing Channel – Objectives - Functions -Types
- Channel Intermediaries – Retailers, Wholesalers, Distributors, Franchises, Agents
- Industry specific channel structure
- Channel formats- Product driven, Seller driven, Service driven

Module 5: Physical Distribution

- Physical Distribution- concepts, objectives and functions
- Patterns of Physical Distribution
- Warehousing, Types of warehousing.
- Logistics- Types of logistics, Reverse logistics.

References

1. Richant. R. Still, Edward. W .Gundiff and Norman A PGovoni. *Sales Management*, Prentice Hall of India.



2. *Sales Management: Analysis and Decision Making*, Ingram, Cengage Learning.
3. *Sales & Distribution Management*, Krishna K. Havaldar and Vasant. M. Cavall, TMH.
4. “Ramneek Kapoor”, *Fundamentals of Sales Management*, Macmillan.
5. “Spiro, Stanton and Rich”, *Management of a Sales Force*, TMH.



BMBAMM09: SERVICES MARKETING

Objectives

- *To enable the students to comprehend the conceptual framework of services marketing*
- *To equip the students to assess the service quality*
- *To facilitate students to take strategic decisions in services marketing*

Module 1: Introduction to Services

- Introduction to services marketing
- Features and characteristics of services.
- Differences between Goods and Services Marketing.
- Classification and challenges of service sector
- Service as a process.

Module 2: Management of Demand and Supply in Services

- Segmentation, Targeting, Positioning of services
- Service customer decision making process.
- Service encounters - High contact services and Low contact services
- Managing demand & Supply, Capacity.

Module 3: Service Marketing Mix

- Services Marketing Mix
- Service Development – Process and branding of services.
- Service Blueprinting – Crafting the service environment
- Servicescape – Physical Evidence

Module 4: Service Quality

- Service quality and its significance
- Measuring service quality - SERVQUAL & GAP Model
- Achieving Service Recovery
- Strategies for improving service quality

Module 5: Marketing of Services in Specific Industries:

- Hospitality - Travel & Tourism
- Retailing – Modern trade and super markets.
- Banking.
- Communication – Telecom and Media.

References

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee – *Services Marketing People. Technology, Strategy*, Pearson, New Delhi.



2. Helen Woodruff, *Services Marketing*, Longmen Group, New Delhi.
3. Adrian Payne, *The Essence of Services Marketing*, Prentice Hall, India
4. Vinnie Jauhari, Kirti Dutta- *Service marketing: Text and cases*, Oxford university press, New Delhi.



BMBAMM10: MARKETING RESEARCH

Objectives

- *To develop an understand marketing research process*
- *To enable students to practice marketing research application*
- *To enable the students for data collection, analysis, interpretation and report writing*

Module 1: Research-Meaning, Types and Ethical Issues

- Definition, Need, Relevance and Scope of Marketing Research
- Types of Research - Qualitative and Quantitative Research
- Industrial Versus Consumer Marketing Research
- Marketing Research Organizations in India,
- Use of Internet in Marketing
- Research., Ethical Issues in Marketing Research

Module 2: Marketing Research Process

- Steps in Research Proposal, Limitations–Cost & Time Constraints,
- Marketing Research Process
- Research Problem Identification
- Research Objectives
- Literature Review
- Identification of Variables
- Hypothesis Formulation
- Research Design.

Module 3: Sampling and Data collection

- Sources of Data
- Population and Sampling Frame
- Sampling Concepts and Methods
- Units of Study
- Measurement Scales
- Methods of Data Collection
- Data Collection Tools- Questionnaire Design, Interview Tech-niques, Survey Methods

Module 4: Data Analysis and Report Writing

- Coding and Tabulation of Data
- Data Presentation
- Data Analysis Techniques
- Hypothesis Testing



- Application of Software Packages for Data Analysis
- Steps in Report Writing, Documentation and Referencing, Inter-pretation of MR Reports.
- Case Studies in Marketing Research.

Module 5: Applications of Marketing Research in Business:

- Market Segmentation Studies
- Market Potential Studies
- New Product Research
- Brand Positioning Research
- Brand Perception Research
- Brand Equity Research
- Advertising Research
- Consumer Behaviour Research
- Pricing Research
- Distribution Effectiveness Studies
- Effectiveness of Promotions
- Customer Satisfaction and Perception Studies

References

1. G.C. Beri, Market Research, Pearson Education, New Delhi.
2. Naresh K. Malhotra, Marketing Research: An Applied Orientation, TMH, New Delhi.
3. Cooper & Schindler, Marketing Research, Concept & Cases. Tata McGraw Hill, India
4. Kothari, C. R, Research methodology: methods and techniques, New Age Publications, New Delhi.
5. Levy, Sydney J, Brands, Consumers, Symbols and Research, Sage Publication, New Delhi, 2004



HUMAN RESOURCE MANAGEMENT ELECTIVES

BMBAHR01: CONFLICT AND NEGOTIATION MANAGEMENT

Objectives

- *To understand the nature, dimensions and types of conflict*
- *To learn various strategies and techniques to manage conflicts through negotiation*
- *To understand the importance of cross-cultural and gender dimensions of negotiation*

Module 1: Introduction

- Conflict – Introduction, concept, nature and importance of conflict
- Network of relations and conflicts: Elaboration of the network model
- Four-Tension Balance in structure and culture – Power & Dependency, Instrumental, Socio-emotional, Negotiation aspect
- Inter-group behaviour

Module 2: Sources & Causes of Conflict

- Sources of conflicts
- Features and perceptions of conflicts
- Functional and dysfunctional aspects of conflicts,
- Levels of conflict,
- Conflict continuum, Power continuum,
- Causes of conflicts - Structural Factors; Personal Factors;
- Stages in Conflict

Module 3: Conflict Management

- Process of Conflict,
- Types of Conflict,
- Dynamics of Conflict,
- Conflict Management: Strategies & Styles
- Interpersonal Conflict- Resolution strategies
- Organisational Role conflict

Module 4: Negotiation

- Negotiation: Concept, Strategies and Tactics of Negotiation
- Negotiation Types - Distributive Negotiation, Integrative Negotiation
- Negotiating Process – Preparation, Invitation, Presentation, Bargaining.
- Third Party Intervention- Litigation/Conciliation/Arbitration:



- Alternative dispute resolution - Resolution Alternative to Courts, Advantage of ADR, Ways to Keep Disputes Out of Court, the ADR Mindset.

Module 5: International and Cross Cultural Negotiation

- International and Cross Cultural Negotiation – Understanding concepts
- International Negotiation Strategies,
- Culturally responsive negotiation strategies,
- Managing negotiation impasses.

References

1. Brinkman, Rick and Rick Kirschner. *Dealing with People You Can't Stand*. New York: McGraw Hill, 1994
2. Shell, G. Richard, *Bargaining for Advantage - Negotiations Strategies for Reasonable People*. New York: Penguin Books, 2006.
3. Schelling, Thomas C. *Strategy of Conflict*. Cambridge: Harvard
4. Mukherjee Jhumpa, *Conflict Resolution in Multicultural Societies*, SAGE Publications Pvt. Ltd, 2014
5. Cohen Stephen, *Negotiating Skills for Managers*, Briefcase Books



BMBAHR02: COUNSELLING SKILLS FOR MANAGERS

Objectives

- *To aid the students in having a clear understanding about the concepts, methods, techniques and issues involved in counseling.*
- *To know the key areas and situations where management help employees in performance planning and career advancement.*
- *To developing alternative approach to dealing with problem situations in organizations.*

Module 1: Understanding Counseling

- Meaning, Functions and Type of Counselling
- Goals of Counseling Emergence and Growth of Counselling Services
- Approaches to counselling
- Counseling Skills, Verbal & Non- Verbal communication
- Listening Barriers
- Counselor Qualities

Module 2: Counselling Environment

- Beginning, Developing and terminating a counselling relationship and follow up
- Counseling Procedures
- The Counselling Environment
- Referral procedures
- Guidelines for effective counselling
- Barriers in Counselling

Module 3: Counselling Process

- Counselors Skills; social, learning, communication, empathy,
- Probing exploration, problem Client Relationship.
- Understanding Client's Behavior, Assessing Clients problems.
- Counselling Therapies -Insight Oriented Therapy, Behavior Therapy.

Module 4: Counselling Strategies

- Adaptive Strategies
- Changing Behaviour through Counselling
- Cognitive, affective, behavioral

Module 5: Applications of Counselling

- Special problems in counselling
- Application of Counselling; Performance, career, stress
- Counselling for Narcotics and Alcohol Abusers Need



- Special Areas in Counselling
- Handling Situations of Strikes, Disputes Through Counselling.

References

1. Kavita Singh, *Counselling skill for managers*, Pears Education, 2007
2. Robert S Feldman, *Understanding psychology*. McGrew Hill, 2007
3. Narayan Rao S., *Counselling & Guidance*, Tata McGrew Hill, 1997.
4. Jeffrey Kotter A., *Counselling theories and practices*, Cengage Learning, 2011
5. Robert Carson C., *Abnormal psychology*, Tata McGrew Hill, 2007.



BMBAHR03: LABOUR LEGISLATIONS

Objectives

- *To be acquainted with the labour legislation framework.*
- *To acquire knowledge and understanding of laws on working conditions, industrial relations.*
- *To critically examine the provisions in the labour welfare and social security.*

Module 1: Introduction to Labour Legislations

- Labour legislation, Objectives, Principles, Classification
- Evolution of labour' legislation in India, Impact of ILO
- Labour legislation and Indian Constitution,
- International Labour Organisation, Labour Policy
- Emerging Issues and Future Trends.

Module 2: Indian Labour Legislations

- The Factories Act, 1948
- The Mines Act, 1952
- Shops and Establishment Law
- Plantation Labour Act, 1951
- Contract Labour (Regulation and Abolition Act, 1986)
- Child Labour (Prohibition and Regulation Act, 1986)

Module 3: Indian Labour Legislations

- Trade Union Act, 1926
- Industrial Disputes Act, 1947
- Industrial Employment (Standing Orders) Act, 1946
- Minimum Wages Act, 1948
- Payment of Wages Act, 1936
- Payment of Bonus Act, 1965
- Equal Remuneration Act, 1976

Module 4: Labour Legislations

- The Workmen's Compensation Act, 1923
- The Employees' State Insurance Act, 1948
- The Maternity Benefit Act, 1961
- The Employee's Provident Fund and Miscellaneous Provision Act, 1952
- The Payment of Gratuity Act, 1972.



Module 5: Industrial Laws

- Industrial Jurisprudence - Legal Control of Industrial disputes
- Loss dealing with work stoppages, strikes, lockouts, closures - Lay off retrenchment
- Resolution of Industrial Disputes

References

1. Sharma, A.M., *Aspects of Labour Welfare and Social Security*, Himalya Publishing House, Delhi, 1991, p. 2010.
2. Arora Monal, *Industrial Relation*, Excel Books, New Delhi, 1999.
3. S.N. Mehrotra, *Labour Problems in India*, S. Chand Company (Pvt. Co.), New Delhi, 1976.
4. Aggarwal, S.L. *Labour Relations Law in India*, Atma Ram and Co, Delhi, 1970.
5. Singh, B.D., *Labour Laws for Managers*, Excel Books, New Delhi, 2007.



BMBAHR04: MANAGING OF INDIVIDUAL, INTERPERSONAL AND GROUP PROCESS

Objectives

- *To develop an understanding of individual and interpersonal process*
- *To evaluate process intervention and group process*
- *To understand the personal development process and its techniques*

Module 1: Individual Process

- Understanding human behaviour
- Self-concept, Perception, Attitude
- Occupational stress, Spill over and coping,
- Impression management
- Self-Awareness - GROW, DOTS & Holland Models
- Behavioural Modification Models.

Module 2: Personal Development Process

- Personal Construct Psychology (PCP)
- John Fisher's personal transition curve
- Personal change, Emotional Competence Framework, Emotional Intelligence
- Neuro Linguistic Programming
- Transactional Analysis

Module 3: Interpersonal Process

- Interpersonal Dynamics
- Fundamental Interpersonal Relations Orientation (FIRO-B)
- Career Roles & Identity - Interpersonal Trust
- Johari Window: Disclosure and Feedback, Practical applications,
- Interpersonal Communication and feedback, Interpersonal styles.

Module 4: Group Process

- Process Interventions, T-group, Process consultation, Third-party intervention
- Team building, Group Development
- Group Structural variables- Group Dynamics and Synergy
- Group Performance, Group Cohesiveness
- Group Decision Making
- Group Norms and Growth.

Module 5: Inter Group Process

- Inter group Problems in Organisations



- Inter Group Competition - Reducing Competition through Training
- Conflict - Management of Conflict
- Preventing Interpersonal Conflict and inter group Conflict.

References

1. Malcolm Knowle and Hulda Knowles, *Introduction to Group Dynamics* (Hardcover), Cambridge Book Company; Revised edition
2. Donelson R. Forsyth, *An Introduction to Group Dynamics* (Hardcover), Thomson Brooks/Cole
3. K. Shridhara Bhat, *Management and behavioural processes*: Himalaya Publishing house



BMBAHR05: ORGANISATIONAL CHANGE MANAGEMENT AND DEVELOPMENT

Objectives

- *To attain an overall understanding of the theory and principles of Organization development and change management so as to practice effective and pragmatic management.*
- *To analyse developments in an organisation's macro environment in the order to enable the organization to take advantages of changing opportunities.*
- *To become a performance-oriented change agent.*

Module 1: Organizational Development

- Foundations of Organizational Development
- Conceptual framework of OD
- Action Research Model
- John Kotter's eight-stage process Model
- Parallel learning structures
- Process of organizational development
- Organizational development in global context, organizational development in service sector

Module 2: Organizational Design

- Importance of Organisational Design- Determinants – Components – Types
- Basic Challenges of design–Centralization, Decentralization, Standardization
- Mechanistic and Organic Structures
- Technological and Environmental Impacts on Design
- Success and Failures in design – Implications for HR Managers.

Module 3: Organizational Culture

- Understanding Culture of organisation
- Types of Cultures – Importance of Culture
- Strong and Weak Cultures
- Creating and Sustaining Culture
- Culture and Strategy
- Role of HR Managers in developing a healthy organisational culture

Module 4: Organizational change

- Meaning- Necessity of Organisational Change
- Forces for Change and Factors affecting change



- Types and forms of change
- Model of Organizational change
- Evolutionary and Revolutionary change
- Change Agent- Resistance to Change and minimizing the resistance
- Role and Skills of an HR Manager as Change Agent.

Module 5: Strategic Change Management

- Structural Interventions and Restructuring organization
- BPR, TQM and disruptive strategies
- Employee involvement
- Strategic Interventions – Organisation and environment relationships
- Competitive and collaborative strategies
- Organization transformational strategies.

References

1. Gareth R. Jones, '*Organisational Theory*', *Design & Change*, Pearson Education.
2. Adrian Thorn Hill, Phil Lewis, Mike Millmore and Mark Saunders, '*Managing Change: A Human Resource Strategy Approach*', Wiley.
3. Robert A Paton, James McCalman, '*Change Management; A guide to effective implementation*', Response books.



BMBAHR06: PERFORMANCE MANAGEMENT

Objectives

- *To have an understanding of how organizations manage performance.*
- *To know and understand how a performance management system works.*
- *To give & receive feedback on others & their own performance*

Module 1: Introduction

- Performance Management- Evolution, objectives, scope, Importance, Linkage of Performance
- Management to Other HR Processes
- Performance Management Process - five factor model
- Goal setting – process and significance
- Key result areas - Organizational, functional and individual,
- Key performance indicators

Module 2: Measuring performance

- Measuring performance – objectives
- Dimensions of Performance Metrics
- Measurement approaches – traits, behaviour, results based,
- Performance Measurement issues
- HR scorecard.

Module 3: Performance appraisal and Feedback

- Performance appraisal – definition and dimensions, necessity, Process
- PA methods: Traditional & Modern
- Potential appraisal
- Performance appraisal documentation
- Feedback – Role, Types and Principles, Levels of Performance Feedback,
- Giving and receiving feedback - formal & informal methods.
- Performance coaching – counselling – mentoring

Module 4: Performance Management System

- Performance Management System - Developing, implementing and maintaining PMS
- Performance improvement strategies
- Performance management discipline,
- Performance management and compensation
- PMS in public and private organizations.
- Virtual Performance Management



- Current trends and issues in PM

Module 5: Competency mapping

- Competency Mapping – concept, scope
- Competency mapping process & models
- Competency assessment –Job and Personal competency,
- Core competencies - PCMM – concept, benefits,
- Virtual Performance Management
- Current trends and issues in performance management

References

1. G K Suri, C S Venkataraman, N K Gupta, *Performance measurement and management*, Excel Books Pvt Ltd.
2. R K Sahu, *Performance Management System*, Excel Books Pvt Ltd.
3. Udai Perekh & T V Rao, *Designing and managing Human Resource Systems*, oxford publications.
4. T V Rao, *HRD Score card*, Sage Publications.
5. Herman Aguinis, *Performance measurement*, Pearson education.
6. Seema Sanghvi, *Competency mapping*, Response books, New Delhi.



BMBAHR07: COMPENSATION MANAGEMENT

Objectives

- *To acquainting the students with theory, practice and models of compensation*
- *To impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.*
- *To learn the various pay structure and legal frameworks of wage.*

Module 1: Philosophy and Concept of Reward

- Reward – Concept and Factors affecting Reward.
- Minimum wage, Fair wage, Living wage.
- Components of Reward – Intrinsic and Extrinsic – Base, Variable and Supplementary Compensation.
- Wage Differentials and its justifications.
- Wage Theories- Human Capital Theory, Market theory, Bargaining Theory, Behavioural Theories

Module 2: Compensation Policy

- Evolution of Wage Policy in India
- Role of International Labour Organisation in Wage Policies.
- Methods of Wage Fixation – Legislations, Wage Boards, Pay Commissions, Collective Bargaining, Arbitration and Adjudication, Job evaluation, Pay surveys.

Module 3: Internal and External Equity

- Internal Equity: Job Evaluation - Nature and Importance- Process and Methods.
- Computer Aided Job Evaluation.
- External Equity: Pay surveys – Concept – Methods
- Macro and Micro Economics of Labour market.

Module 4: Compensation Structure

- Components of Pay Structure
- Pay Range, Pay Progression, Pay Structure - Types
- Performance Linked Compensation – Incentives and Bonus -Types, Profit sharing, Gainsharing, Stock Options, Shop Floor Level Rewards.
- Benefits and Allowances-types
- Statutory Wage Fixation - Tax Planning, severance pay, gratuity, commutation, Pension plans.

Module 5: Emerging Trends in Reward Management

- Executive Compensation



- Compensating Expatriates and Knowledge workers.
- Pay Structure for Start-up organisations
- Pay Restructuring in Mergers and Acquisitions, Alliances and Turnarounds.
- Downsizing and Reward Management.
- Compensation Management in Public, Private and Emerging Sectors.
- Emerging Issues and Future Trends in Compensation Management

Suggested Books

1. Michael A. Armstrong and Helen Murlis, Reward Management: A Handbook of Remuneration Strategy and Practice, London Kogan Page.
2. B D Singh, Compensation and Reward Management Excel Books. New Delhi. Henderson, Compensation Management in a Knowledge Based World New
3. Pearson Education, New Delhi.
4. Bhattacharya, Compensation Management, Oxford Press.
5. Milkowich, Newman, Compensation, Tata Mcgraw Hill, New Delhi



BMBAHR08: STRATEGIC HUMAN RESOURCE MANAGEMENT

Objectives

- *To understand the relationship of HR strategy with overall corporate strategy.*
- *To understand the strategic role of specific HR systems.*
- *To appreciate SHRM in the context of changing forms of organisation*

Module 1: SHRM & Corporate Strategy

- The context of strategic HRM,
- Linking HR strategy with Business Strategy,
- Evolving role of strategic HR,
- Steps in Strategic Human Resource Management Job,
- Analysis and SHRM.

Module 2: Approaches to SHRM & Strategic HRP

- Universalistic, Contingency and Configurational Approaches;
- Strategic HR Planning- process, implementation and evaluation;
- The Role of Strategic HR Leader,
- Future Roles and Leadership Competencies.

Module 3: Strategy Implementation and Workforce Utilization

- HRP and Outsourcing,
- Strategic Recruitment and Selection,
- IT enabled acquisition -Alternatives to hiring,
- Corporate Strategy and Career Systems,
- Strategically Oriented Performance Management,
- Trends in Top Level Executive Compensation Systems.

Module 4: Restructuring & Change Management through SHRM

- Managing Workforce Diversity,
- Global Environment of HR: Change & Diversity Management
- Evaluating the Effectiveness of SHRM during change management;
- Managing cultural Issues of Expatriates,
- Strategic HR issues in Global Assignments.

Module 5: SHRM & Managing Employee Relations

- Strategic Collective Bargaining and of managing Trade Union Activities,
- Strategically Managing Employee Relations
- Competencies of HR Professional in a SHRM Scenario
- Corporate Ethics, Values and SHRM.



References

1. Tanuja Agrawal, *Strategic Human Resource Management*, Oxford Publishers.
2. Jeffery.A. Mello, *Strategic Human Resource Management*, Cengage Learning.
3. Richard Greer, *Strategic Human Resource Management*, Pearson.
4. Randall S. Schuler, Susan E. Jackson *Strategic Human Resource Management*, Blackwell
5. Graeme Salaman, John Storey, Jon Billsberry, *Strategic Human Resource Management, Theory and Practice*, SAGE Publications Ltd



BMBAHR09: TRAINING AND DEVELOPMENT

Objectives

- *To understand the components for organising training programs*
- *To understand and practice training strategies in organisations*
- *To be aware of modern methods in training in organisations*

Module 1: Introduction to Training and Development

- Approaches to Training
- The Role of Training
- Structure of training organizations- Strategic planning and training
- OD and MD
- Learning Theories and its Principles
- KSA components for organising a training programme, Key Areas of Organisational Training

Module 2: Training and Developmental needs

- Conducting Training Need analysis
- Framework for conducting TNA
- TNA approaches- Proactive and Reactive
- Outcomes, Performance discrepancies
- Training Process
- Cost Benefit Analysis of training
- Training Strategies

Module 3: Training Design

- Developing objectives
- Facilitation of learning and transfer
- Focus on Training design, Focus on organisational design
- Training qualities of a trainer, training contents

Module 4: Training and Development Delivery

- on the job and off the job training methods
- Induction Training
- Corporate Universities
- E learning - Technology's influence on Training and learning – Computer based training
- Games and Simulations

Module 5: Training Evaluations

- Methods for training evaluations, feedback



- Kirkpatrick's training evaluation model
- Types of Evaluation data collected- process and outcome data
- Training Evaluation – Issues and challenges
- Transfer of training

References

1. Raymond A Noe *Employee Training and development* Tata Mc-Graw Hill
2. Blanchard, P.N., & Thacker, J.W. *Effective Training: Systems, Strategies and Practices*. Prentice-Hall, Inc. India
3. Lynton & Parekh, *Training for Development*, Sage Publication
4. Robert L Craig, *ASTD Training and Development* McGraw Hill Publication
5. Wayne F Cascio, *Managing Human Resources productivity, quality of work life, profits* Tata McGraw- Hill Publication



BMBAHR10: INDUSTRIAL RELATIONS

Objectives

- *To understand the complexity of industrial relations environment in India.*
- *To be aware of the different labour legislations in the country.*
- *To familiarise with trade union movements and activities in the organisations*

Module 1: Industrial Relations Perspectives

- Evolution of industrial relations
- Actors in IR- employer, employee and government
- Dunlop's Industrial Relations System and other IR approaches
- Cause for Poor industrial relations
- Comparative Industrial Relations
- International Labour organization (ILO)- Objectives, Structure & Functions

Module 2: Union Management

- Industrial Disputes Act 1947 – authorities under the act, Preventive and settlement Machinery
- Strike, right to Strike, Gheraos, Picketing & Boycott, Lockouts, Layoff, VRS, Golden Handshake, Retrenchment, Out Placement.
- Unfair labour practices.
- Essentials of TU Act 1926.
- Productivity Bargaining and gain sharing

Module 3: Labour Welfare

- Factories Act 1948: Health, Safety and Welfare measures - Powers of Inspectors – Working Hours –
- Role of Labour welfare officer
- Payment of wages Act 1936
- The Minimum Wages Act 1948.

Module 4: Method of Direct Action

- Purpose and relevance to other peaceful methods: Strikes Lockout- concept and elements, types and forms of strike, protection to workmen and prohibitions on the right to strike and lockout.

Module 5: Current and Emerging trends

- Industrial Relations and technological change
- Changes in work force profile and technological advances
- New trends in IR



- Link between Corporate Governance, CSR and Industrial Relations.

References

1. Labour Laws & Industrial Relations – Srikanta Mishra
2. Dynamica of Industrial Relations in India– C.B. Mamoria
3. Personnel Management& Industrial Relations – P.C. Tripathi
4. Industrial Relations – Arun Monappa, TMH, 2001
5. Industrial relation T N Chabra, Dhanpat Rai and co



OPERATIONS AND SUPPLY CHAIN MANAGEMENT

ELECTIVES

BMBAOM01: MANAGEMENT OF TECHNOLOGY AND INNOVATION

Objectives

- *To make the students to familiarize the concept of Technology and Innovation Management.*
- *Utilizing the skills acquired in the course in the effective management of Technology and Innovation to build strategic capabilities that result in sustainable competitive advantage*
- *Monitoring the waves of Technology Innovation and effectively predict future innovations.*

Module 1: Importance of Technology Management

- Meaning & Importance of Technology and Innovation
- Process & importance of management of Technology and Innovation
- Technology – Market Pull theory
- Technology push theory
- Measuring technology change
- Stages in strategic technology life cycle

Module 2: MTI and Strategy

- Significance of MTI in Strategic Management
- Integrating MTI and Strategy
- Capabilities: The Building blocks of strategy
- Technology and Competitive Advantage.
- Analysis of Technology Continuous, Radical Offensive, Defensive Technology
- Technology Life cycle - S-curve

Module 3: Innovation Planning and Control

- Innovation Planning- when to innovate or not
- Types of Innovation- Innovation planning process
- Factors that help innovation planning
- Technology stages and planning
- Internal Innovation: Implementation- Issues in Implementation
- Leadership, Engagement, Extension and Alignment,



- Innovation: - Evaluation and Control- Evaluation and Control Process-Types of Control
- Innovation Project Management and New Product Development.

Module 4: Technology Acquisitions

- Obtaining Technology: Planning – Alliances, Merger & Acquisition
- Technology acquisition, Obtaining Technology: Implementation – Key Implementation issues in acquisition of technology
- Key elements in acquisition of Technology-Characteristics and types of Acquisitions- Execution of Technology Acquisition.
- Obtaining Technology: Evaluation and Control- Places where evaluation and control occur- Evaluation of capabilities
- Due Diligence before Technology Acquisition-Negotiating the deal
- Integrating the new technology in the system, -On-going evaluation & control, Metric for Evaluation and Gap Analysis.

Module 5: Managing Platform and Portfolio of Technology

- Managing Platform and Portfolio of Technology
- Technology Innovation complexity and its management
- Product Platforms and Platform Strategy
- Portfolio Management-Characteristics of Portfolio Management
- Building strategic success through Technology and Innovation- Building capabilities
- Sustainable Competitive Advantage and Strategic Decisions
- Organizational learning and knowledge management – Learning activities, types of learning, Impact of structure on learning,
- Dimensions of Knowledge management, creating a fit between organization components and knowledge management, Innovation waves and predicting future
- Waves of Technology Innovation-Methods of viewing future, -Predicted future technologies.
- Technology Management in Indian Context
- R&D, Technology Forecasting
- Technology Transfer & Support

References

1. Frederick Betz, *Strategic Technology Management*, – McGraw Hill
2. Margaret A. White & Garry D. Bruton, *Strategic Management of Technology and Innovation*, – South Western Education Publishing
3. John Howells, *The Management of Innovation & Technology*, – Sage Publishing



4. Narayanan, *Managing Technology and Innovation for Competitive Advantage*, Pearson Education
5. Frederick Betz, *Managing Technological Innovation, Competitive advantage from change* -Wiley Publications



BMBAOM02: PURCHASE AND MATERIALS MANAGEMENT

Objectives

- *To make the students to familiarise the concept of Integrated Materials Management.*
- *For acquainting the students with various objectives and functions of Materials Management.*
- *To lay emphasis on decision making with respect to materials.*

Module 1: Introduction

- Introduction to Materials Management
- Concept significance and strategic role of Integrated Materials Management
- Materials codification and computerization, Universal product Code
- RF Id System

Module 2: Materials Planning

- Materials planning and forecasting, Inventory Planning and Control Models
- EOQ Model, Quantity Discounts – Reorder point – Lead Time Analysis – Safety Stocks
- Q System – P System – S System,
- Just in Time (JIT), KANBAN
- Materials Requirement Planning (MRP), Materials Problems in Indian Conditions,
- Inventory Audit and Information Systems.

Module 3: Purchasing Fundamentals

- Purchasing Fundamentals-5Rs– Make or Buy – Source Selection
- Vendor Rating and Vendor Development
- Value Analysis. Purchase Negotiations
- Purchase Timing – Purchase Contracts
- Purchase Insurance
- Purchasing Capital Goods, Seasonal Goods, Imported Goods,
- Lending Institutions – Leasing Trends. Governmental buying
- D.G.S.& D Procedures
- International Buying

Module 4: Store Management

- Stores Management Concepts,
- Location and layout of Warehouses
- Different typical models
- Stores Procedures and Records for Receipt, Inspection, Issue,
- Reorder checking – Kardex Stores Accounting.



Module 5: Materials Handling and Practical Issues

- Practical problems in Management of dead stocks, surplus stocks and scraps
- Systems & Procedures for disposal and Control
- Materials Handling and Transportation Management Case Studies
- Evaluation of Materials Management Performance.

References

1. Gopalakrishnan P & Sundarasan M, *Materials Management: An Integrated Approach*, Prentice Hall of India
2. Data A.K, *Materials Management Text and Cases*, Prentice Hall.
3. J.R. Tony Arnold & Stephen N. Chapman, *Introduction to Materials Management*, Pearson Education
4. Gopalakrishnan P, *Handbook of Materials Management*, Prentice Hall.
5. Panneerselvam.R, *Production and Operations Management*, Prentice hall.



BMBAOM03: SUPPLY CHAIN MANAGEMENT

Objectives

- *Create awareness in the application of supply-chain management in modern business fields.*
- *To gain adequate competency to deal with the modern concepts and trends in supply chain management and its implications.*
- *To implement and practice the basic concepts of supply chain management in medium scale industry organization.*

Module 1: Introduction

- Supply Chain- Objectives and Importance
- Supply Chain vs. Logistics
- Decision phases in Supply Chain
- Process views of a Supply Chain
- Competitive Supply Chain Strategies -Achieving strategic fit
- Supply Chain Drivers and Metrics

Module 2: Designing Distribution Networks

- Role of Distribution in Supply chain
- Factors Influencing Distribution Networks
- Distribution-Design options
- Distribution Network- Indian FMCG Sector
- E-Business Distribution Network
- Basics of Supply Chain Operations Reference Model (SCOR)

Module 3: Managing Supply and Demand

- Logistical value Proposition-Benefits
- Lack of Supply Chain Coordination and Bullwhip effect
- Forecasting-Basic Approaches
- Aggregate planning Strategies-Managing Supply and Demand
- Managing Predictable Variability-Impact of seasonality
- Basics of Collaborative Planning Forecasting and Replenishment(CPFR)
- Basics of Advanced Planning and Scheduling(APS)

Module 4: Transportation & Warehousing

- Transport Functionality-modes, infrastructure and policies
- Principles and participants-non operating intermediaries
- Tailored Transportation-Transportation economics and pricing



- Role of IT in transportation, RFID-Transportation administration and documentation
- Strategic warehousing- Benefits-Cross Docking-Inventory pooling
- Basic Inventory Concepts-Product Availability
- Warehouse Operations.

Module 5: Sourcing

- Role of Sourcing in Supply Chain
- In-house or Outsource decision-3PL and 4PL Providers -Operations
- International Sourcing
- Global Supply Chain Integration
- International Supply Chain-characteristics -Supply Chain Security
- Green Supply Chain
- Future of Supply Chain-Lean, Agile Supply chains

References

1. Sunil Chopra and Peter Meindl – *Supply Chain Management – Strategy Planning and Operations* Pearson, PHI, 2013,3rd edition
2. Bowersox, Closs, Cooper, *Supply Chain Logistics Management*, McGraw Hill
3. Janat Shah – *Supply Chain Management* – Pearson Publication 2012.
4. David Simchi- Levi, Philip Kaminski, Ravi Shankar – *Designing and Managing the Supply Chain*
5. Colye, Bardi, Longley – *The Management of Business Logistics – A Supply Chain Perspective*



BMBAOM04: INDUSTRIAL SAFETY AND OCCUPATIONAL HAZARDS

Objectives

- *To understand the importance of occupational health and safety in manufacturing and non-manufacturing organization.*
- *To provide a basic understanding of safety precautions to be taken against industrial hazards.*
- *To understand the role and responsibility of organizations in preventing accidents.*

Module 1: Introduction

- Understanding the importance of safety at work
- Concept of Safety-Applicable areas
- Recognition evaluation and control of physical hazards
- Hazard Analysis, Human Error and Fault Tree Analysis
- Emergency Response- Hazards and their control in different manufacturing and processing Industries.

Module 2: Prevention of Accidents

- Industrial Accidents: Causes and effects of Industrial accidents.
- Impact of accidents on employees, union, management and society.
- Organization's Role and Responsibility in the Prevention of Accidents- Different models.

Module 3: Occupational Safety Norms

- Standard of Safety Norms: Indian scenario Safety Protection
- Safety Policy –Personal safety
- Responsibilities of management in health and safety
- Occupational Health and Safety considerations in Wastewater Treatment Plants.
- Functions of National Safety Council

Module 4: Legal Provisions Regarding Safety

- Factories Act-1948 1st Amendment 1987- Sections 11 -16, 18-20-Sections 17, 21 – 24, 28, 32, 34-36, 38,45
- The Mines Act Section 25 ESI Act – Section 39
- Public Liabilities Insurance Act-Section 13 75
- Workmen Compensation Act and Fatal Accident A

Module 5: Occupational Hazards

- Accidents in work Place-Types



- Investigation methods, Analysis, Reporting and Recording
- Injuries -First aids
- Health problems in different types of industries –construction, textile, steel, food processing and pharmaceutical.
- Fire- Causes, Types of fire, Extinction of fire, Prevention of fire.

References

1. Dr. Naseer Elahi, *Industrial Safety Management*, Gyan Publication, New Delhi.
2. L.M. Deshmukh, *Industrial Safety Management*, Tata McGraw Hill.
3. R.K. Trivedi, *Pollution Management in Industries*, S Chand Publishing, New Delhi.
4. O.P. Khanna, *Industrial Engineering*, S Chand Publishing, New Delhi.
5. Nicholas P. Cheremisinoff, *Practical Guide to Industrial Safety: Methods for Process Safety Professionals*



BMBAOM05: SERVICE OPERATIONS MANAGEMENT

Objectives

- *To understand the concept, relevance and significance of services operations management*
- *To understand the implications of supply and demand in service delivery*
- *To acquaint students with the concepts in designing service delivery systems*

Module 1: Introduction

- Introduction to services
- Nature and Characteristics of Services
- Service Organization as a system
- Service Strategy formulation
- Basic and Integrative elements of Strategic service.

Module 2: Building Service System

- Technology: Its impact on services and their management
- Design and development of Services and Service delivery system
- Work Measurement in Services- Time studies, Predetermined Time Standards Work sampling
- Locating and Designing Service- Factor weighting method, Center of Gravity method
- Service layout strategies

Module 3: Managing Supply and Demand

- Operating the Service System- Managing Demand
- Nature and pattern of Service demand
- Strategies for influencing Demand, Yield management
- Queuing theory and Simulation
- Managing Supply, Capacity, Components of Capacity
- Strategies for Management of Supply- Overbooking, Allocating capacity- Static, Nested and Dynamic Methods
- Methods to reduce stock outs, shrinkages and inventory inaccuracy

Module 4: Service Quality

- Service Quality, Dimensions of Service Quality, SERVQUAL-SERVPERF
- Achieving Quality, Reinforcing Service Quality through Service Recovery and
- Service Guarantee
- Measurement and Methods to increase Service Productivity
- Basic Understanding of Data Envelopment Analysis and Scoring System.



Module 5: Case Studies in Service Operations Management

- Travel and tourism sector – Hotel, Airline
- IT and communication sector – Information technology, Telecom services
- Healthcare sector – Hospital, Medical Transcription
- Financial Services sector – Insurance, Banking, Portfolio services
- Educational services – Education, Training.

References

1. Richard Metters, Kathryn King-Metters, Madeliene Pullman, Steve Walton, “*Service Operations Management*” Cengage Learning India Private Ltd.
2. Cengiz Haksever, Barry Render, Roberta S Russell, Roberta G. Murdick, “*Service Operations Management*”, Second Edition, Pearson Education Pvt Ltd.
3. Robert Johnston, Graham Clark, “*Service operations management: improving service delivery*”, Pearson Education, Third Edition.
4. B. Fitzsimmons, James A., and Mona J. Fitzsimmons, *Service Management: Operations, Strategy, and Information Technology*, 6th Ed., Irwin/McGraw-Hill, 2007.
5. David W Parker *Service operations management* Edward Elger Publications 2012



BMBAOM06: SHIPPING AND OCEAN LOGISTICS MANAGEMENT

Objectives

- *To provide the students with a good knowledge of ocean freight operations*
- *To sensitize to the nature of issues in shipping and ocean logistics management*
- *To make the students to familiarize the documentation process in cargo shipping*

Module 1: Shipping Industry and Business

- Shipping industry and business- description of a ship
- Uses of a ship or a floating vessel- Classification of ship (route point) (cargo carried)
- Superstructure- tonnages & Cubic's – drafts & load lines- flag registration-
- Different types of cargo. (packaging, utility or value).
- Trimming- Cleansing- Unitized cargo

Module 2: Stevedoring

- Stevedoring, Lighter age Service and Security
- Port trusts –operational unit – services – Seaports
- Vessel Operations – pilotage – Stevedoring
- Dock Labour Boards – charges – Automated Container Handling
- Security at ports and harbours. Role of security agencies- lighter age services

Module 3: Shipping Lines

- Shipping Lines – Hubs and Spoke
- Process flow – Advices –Booking –
- Containerization – Containers – Container numbering-
- Process flow – Shipping Sale – Leads –
- Quotations- Customer Service

Module 4: Cargo Shipping

- Operations – Volume/ Weight calculations
- Shipment Palling basics
- Preparing and loading containers-
- Types of container services- FCL
- Consolidation –LCL
- Advanced Scientific shipment planning
- Container de- stuffing

Module 5: Documentation

- Documentation- Bill of Lading basics –MBL – HBL – CY – CFS
- Advanced learning in Bill of lading



- Sea Way Bill – Combined transport – MTO
- Multimodal Transport Document (MTD) – Invoicing
- Release of cargo – Cross Trade & Documentation
- Conditions of Contract – Managing Key Accounts
- Trade Lane Development – Consortium.

References

1. John F. Wilson – *Carriage of goods by Sea* – Harlow: Longman.
2. J. R. Whittaker – *Containerization* – Hemisphere; Wiley
3. B. N. Metaxas- *The economics of tramp Shipping*- Athlone Press
4. Edna Bonacich and Jake B Wilson-*Getting the goods: Ports, Labor and Logistics Revolution* - Coenell University Press
5. Alan Rushton Phil Croucher & Peter Baker –*Logistics and Distribution Management*- CILT



BMBAOM07: TOTAL QUALITY MANAGEMENT

Objectives

- *To introduce the fundamental concepts of total quality management, statistical process control, six sigmas and the application of these concepts.*
- *To introduce philosophies and strategies to quality related issues.*
- *To provide skills in diagnosing and analyzing problems causing variation in manufacturing and service industry processes.*

Module 1: Introduction

- Quality Management – Definition, Concept, Features, Dimensions of Quality
- Evolution of Quality Management
- Quality Gurus – Deming’s principles on Total Quality Management,
- Juan’s Trilogy, Crosby’s principles on Quality Management.

Module 2: Statistical Quality Control

- Statistical Quality Control (SQC) Concepts Acceptance Sampling by variables and attributes Control Charts for variables, fraction defectives and defects.
- Seven Tools of Analysis –Control Chart, Pareto Diagram,
- Ishikawa Diagram, Histogram, Flow Charts, Scatter Diagram, and Stratification
- New Seven Analysis tools
- Six Sigma concepts on process Quality-Quality Circles
- Kaizen,5S

Module 3: Quality Tools and Techniques I

- Benchmarking – Types, Reasons, Process.
- Kano Model
- Tauguchi Quality Loss Functions.
- Total Productive Maintenance (TPM) – Concepts, Objectives, Fundamental Elements, Total Preventive Maintenance, Components.
- Capability Maturity Model (CMM)

Module 4: Quality Tools and Techniques II

- Quality Function Deployment (QFD) Benefits, QFD Process, House of Quality
- Failure Mode and Effect Analysis (FMEA).
- Poka-Yoke
- Cost of Quality – Quality Planning
- Quality Management System
- Auditing for TQM



- Quality Education and Training quality process
- Internal Customer Concept

Module 5: Quality Awards & Certifications

- Quality Awards & Quality Certifications
- Deming Application Prize
- Malcolm Baldrige National Quality Award.
- Quality Information feedback
- Introduction to Industry specific certifications
- TQM in India
- Pitfalls in Operationalizing Total Quality Management
- Cases in TQM

References

1. Besterfield, D. H, & Besterfield, M.C., & et al. (2011). *Total Quality Management*. New Delhi: Pearson Publications
2. Bedi, K. (2010). *Quality management*. New Delhi: Oxford Press Publications.
3. Evans, J. R. (2005). *Total quality management, organization, strategy*. New Delhi: Thomas South western Publications.
4. Gitlow, K. (2005). *Quality management*. New Delhi: The McGraw Hill Publications.
5. Subbaraj Ramasamy (2005) *Total Quality Management* Mcgraw-Hill Publication India.



BMBAOM08: WAREHOUSING MANAGEMENT

Objectives

- *To understand the basic concept of warehouse, layout, process and operation involved in the modern warehouse.*
- *To gain a broad understanding of warehouse management system*
- *To familiarize with the various type of machine handling equipment used in warehouse.*

Module 1: Warehouse Operations

- Receiving
- Put away
- Order-picking
- Checking and packing
- Shipping. -Cross docking -Operations, Freight flow, design, trailer management

Module 2: Warehouse Management System

- Stock locator system
- Supply chain execution system
- Storage and handling equipment
- Pallet-storage
- Bin shelving or static rack,
- ·Gravity flow rack, Conveyor-Sortation equipment's

Module 3: Layout of a Warehouse

- Layout of a unit-load area – labour, location of shipping and receiving.
- Space- layout and carton – pick-from-pallet area
- Carton picking, sortation.
- Layout of a piece- pick-from-carton area
- Fast-pick area- Estimating restocks,
- Quantity of stocks in Fast pick area
- Size of the fast pick area
- Multiple fast-pick areas.
- Storage by family
- Accounting for safety stocks- limits on capacity,
- Accounts for on-hand inventory levels, setup costs
- Limitation of the fluid model
- The geometry of slotting – Case orientation and stack level, packing algorithms, other issues.



Module 4: Order Picking and Automation

- Order- picking – Pick-path – The problem of pick-path optimization
- Heuristic method of generating short pick paths, pick-path optimization
- Flow and balance: piece-picking by “bucket brigade” – self-organization
- Order – assembly of bucket brigades, bucket brigades in the warehouse
- Automation warehouse- Carousels – In Air Crane, AS/RS, HPT
- Material Handling Equipment (MHE) – HPT, Pallet Jacks, BOPT, Stacker, Reach Truck, Fork Lift, Electricity Table.

Module 5: Warehouse Performance Management

- Measuring warehouse efficiency, activity profiling
- ABC analysis, statistical analysis- visualization.
- Benchmarking, performance measurement
- ratio based benchmarking, aggregate benchmarking,
- Are similar warehouse more efficient-
- Warehousing around the world- North America, East Asia, India, China, Singapore, Hong Kong, Japan, South and Central America, Europe.

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1. John J Bartholdi III & Steven T Hackman – *Warehouse Distribution Science* – Release 0.89, 1998, Revised August 20 2011.
2. Arnold Tony. J. R, Chapman N. Stephen, Ramkrishnan R. V – *Introduction to Materials Management* – Fifth Edition, Pearson Education.
3. P. Gopalakrishnan, Suderashan M – *An Integrated approach to Materials Management*- Prentice Hall of India, New Delhi.
4. Mishra Rajendra- *Materials Management*- Excel Books, First Edition, New Delhi, 2012.
5. James A Topkins, Jerry D Smith *Ware House Management Handbook*, Second Edition



BMBAOM09: WORLD CLASS MANUFACTURING

Objectives

- *Get an in depth appreciation of the “state-of-the-art” philosophy, disciplines and*
- *Techniques available to enable every manufacturing enterprise to perform at world class level*
- *To Gain insights into seamlessly integrating the philosophy and practices of World class*
- *Manufacturing with the daily manufacturing routine.*
- *To understand the importance of Total Employee Involvement, Labour and Human resource aspects of WCM.*

Module 1: World Class Manufacturing and Competitiveness

- Information Age and Global Competitiveness –World Class manufacturing and Information age competition
- Manufacturing Challenges of Information age- Time based competition,
- Problems in manufacturing- Problem of Coordination
- Gaining competitive edge through World Class Competition
- Cutting Edge Technologies Hall’s framework of Value added manufacturing
- Schonberger’s Framework of WCM
- Gunn’s Model of WCM.

Module 2: Philosophy of WCM

- Evolution of WCM, First Principles of WCM
- Practices in WCM – World Class practices in the factory
- Production levelling, Cellular Manufacturing, PP Systems
- New product development
- Quality in WCM- Deming’s, Shingo’s Approach to quality management
- Toyota production System (TPS)-Waste elimination –The 7+1 non value adding wastes in Business
- The culture behind TPS: The 14 Principles.

Module 3: Tools in WCM

- Information Management tools – Product and Process design tools-CAD, CAE, CAPP, PDM
- Lean Production Tools – JIT, KANBAN, SQC, TPM & OEE
- Decision support execution and business tools MRP
- ERP, MES, SCM, Data warehousing and data mining, Material Processing and Handling tools



- FMS, CNC machines, Industrial robots, AGV, AS/RS, Lean Production tools- SMED, Poke Yoke
- Rapid Prototyping, Manufacturing Strategic Intent Framework, Strategic use of IT in manufacturing
- Value Stream Mapping, validation, recommendations
- Benchmarking: Definition, mission and objective
- Managing benchmarking process, training and code of conduct, future scope and benchmarking process.

Module 4: Strategy & WCM

- Business Strategy and Global competitiveness
- Generic manufacturing strategies for Information age – Innovation, Mass Production, Mass Customization, and Continuous Improvement Strategies
- Strategic Thinking in Manufacturing & Issues in Strategic Planning for WCM, Strategic Planning
- Methodology for WCM, Implementing WCM Plan, Performance measurement – The PO-P system
- TOPP System, AMBITE System, Cycle time and Delivery Performance and Customer service
- Financial performance, Balance Scorecard

Module 5: HR in WCM

- HR dimensions in WCM, Morale and team work, High employee involvement
- Cross functional teams, Human Integration Management, Total Employee Involvement and the factors that affect the involvement of the people
- Manufacturing strategic Intent Classification (MANSI) - World class players, Transitional Players, Inertia Players License regime survivors, Translating Manufacturing
- Strategic Intent to Action.

References

1. Rother, M., Shook, J. *Learning to See: Value Stream Mapping to Add Value and Eliminate MUDA.*
2. BS Sahay, KBS Saxena & Ashish Kumar *World Class Manufacturing – A Strategic Perspective,* – Macmillan India
3. Jeffrey K. Liker *The Toyota Way: 14 Management Principles,*
4. Richard J Schonberger *the Lesson of Simplicity,* -World Class Manufacturing



5. World Class Production and Inventory Management, Darryl V. Landvater- Wiley



BMBAOM10: MAINTENANCE MANAGEMENT

Objectives

- *To get an overview of contemporary maintenance management practices*
- *To understand the techniques and concepts of advanced maintenance management*
- *To equip the students to manage and develop maintenance activities in a cost effective manner*

Module 1: Introduction

- Maintenance Concepts: Objectives & functions of Maintenance
- Maintenance strategies
- Organization for Maintenance, Types of Maintenance – maintenance systems
- Planned and unplanned maintenance – breakdown maintenance – corrective maintenance – opportunistic maintenance – routine maintenance – preventive maintenance – predictive maintenance
- Condition based maintenance systems – design-out maintenance – selection of maintenance systems.

Module 2: Maintenance Planning

- Maintenance Planning and Equipment Efficiency Management: Overhaul and repair meaning and difference
- Optimum Maintenance policy for equipment's subject to breakdown
- Replacement decisions: Optimum interval between preventive replacement of equipment subject to breakdown, group replacement
- Physical Asset Management, Overall Equipment Effectiveness Measuring Equipment Effectiveness

Module 3: Failure Mode Effect Analysis

- Failure Data Analysis, MTBF, MTTF
- Useful Life-Survival curves, Repair time
- Breakdown time distributions- Poisson's, Normal, Exponential
- Failure Mode Effects and Criticality Analysis

Module 4: Concept of Maintainability

- Availability, Reliability, Maintainability: Availability of repairable systems
- Concept of Reliability, System reliability- Series, Parallel and mixed configuration,
- Reliability improvement, Concept of Maintainability,
- Maintainability prediction, Design for Maintainability,
- Maintainability Improvement, Availability- Maintainability-Reliability trade off.



Module 5: Advanced Techniques

- Advanced Techniques: Reliability centred Maintenance
- Total Productive Maintenance(TPM)- Philosophy & Implementation,
- Signature Analysis-MMIS Expert systems,
- Concept of Tero-Technology, Reengineering Maintenance process
- Introduction to Spare Parts Management
- Planning for Overhauling or Shutdown
- HR in Maintenance

References

1. Kelly and M.J. *Harris, Management of Industrial Maintenance*, Butterworth and Company Limited.
2. AKS Jardine, *Maintenance, Replacement and Reliability*, Pitman Publishing.
3. R.C. Mishra & K. Pathak, *Maintenance Engineering & Management*, PHI.
4. Sushil Kumar Srivatsava, *Industrial Maintenance Management*, S. Chand & Company.
5. Levit Joel, *The handbook of Maintenance Management*, Industrial Press New York



INFORMATION SYSTEMS ELECTIVES

BMBAIS01: SYSTEM ANALYSIS AND DESIGN

Objectives

- *To learn about the importance of system analysis and design*
- *To gain knowledge of various system life cycle models.*
- *To familiarize about various design and quality control techniques.*

Module 1: Overview of System Analysis and Design

- Systems Concept
- Characteristics of a System
- Elements of System
- Types of Systems
- System Development Life Cycle Models
- Waterfall model
- Prototyping model
- Incremental model
- Spiral model
- RAD model
- Life Cycle Phases
- Investigation
- Analysis
- Design
- Implementation
- Post Implementation Review and Maintenance

Module 2: Systems Planning and Investigation

- Basis for Planning in Systems Analysis
- Dimensions of Planning
- Initial Investigation
- Needs Identification
- Determining the User's Information Requirements
- Feasibility Study
- Feasibility Considerations
- Steps in Feasibility Analysis



Module 3: Tools of System Analysis and Design

- Data Flow Diagram (DFD)
- Entity Relationship Diagrams
- Data Dictionary
- Structured English
- Decision Tree & Decision Table
- Object Oriented Analysis (OOA) and Object Oriented Design (OOD)

Module 4: Output and User Interface Design

- Output design
- Input design
- User interface design
- File Design
- Data design concepts
- DBMS components
- Documentation Tools

Module 5: Systems Control and Quality Assurance

- Testing Techniques Available
- Systems control and Audit trails
- Systems Administration and Training
- Conversion and Operations Plan
- Hardware and Software Selection
- Hardware Acquisition
- Bench marking
- Vendor Selection
- Operating System Selection
- Language Processors
- Performance and Acceptance Testing Criteria
- Preparing User Manual
- Maintenance Activities and Issues

References

1. Elias M. Awad, *System Analysis & Design*, Galgotia Publications, India
2. Marvin Gore & John Stubbe, *Elements of System Analysis*, Galgotia publications, India
3. Senn, *Analysis & Design of Information Systems*, McGraw Hill International.



4. Shelly, Rosenblatt, *System Analysis & Design*, Cengage Learning, Eighth edition.
5. Hoffer, *Modern System Analysis & Design*, Pearson Education.



BMBAIS02: BUSINESS INTELLIGENCE

Objectives

- *To identify the areas of business intelligence in an organization*
- *To understand the business analytic techniques to make better business decisions*
- *To learn the role that software tools and applications play in BI*

Module 1: Introduction

- Definition of BI
- Concept and the need for BI
- Data- Information-Knowledge
- Role of Mathematical Models
- BI Process-Private and Public intelligence
- Strategic assessment of implementing BI

Module 2: Business Analytics

- Business Analytics at the strategic level
- Strategy and BA
- Link between strategy and Business Analytics
- BA supporting strategy at functional level
- Dialogue between strategy and BA functions
- Information as strategic resource
- Business Analytics at Analytical level
- Statistical data mining
- Descriptive Statistical methods
- Lists
- Reports
- Automated reports
- Hypothesis driven methods
- Data mining with target variables
- Cluster analysis
- Discriminate analysis
- Logistic regression
- Principal component analysis
- Business Analytics at Data Warehouse Level



Module 3: Business Intelligence Architectures

- Cycle of Business Intelligence Analysis
- Development of Business Intelligence System
- OLAP
- SOA
- Decision engineering

Module 4: Trends in BI

- BI software- spreadsheets- dashboards
- BI on web
- Ethical and legal limits
- Industrial espionage
- Modern techniques of crypto analysis
- Managing and organizing for an effective BI Team.

Module 5: Applications

- CRM
- HR
- Banking
- Retailing
- Production

References

1. Olivia Parr Rud, John Wiley and sons, *Business Intelligence Success Factors Tools for aligning your business in the global economy*
2. Steve Williams Nancy Williams, *The Profit impact of Business Intelligence*, Morgan Kaufmann Publishers/Elsevier
3. Gert H.N. Laursen, Jesper Thorlund, *Business Analytics for Managers: Taking BusinessIntelligence beyond reporting*, Wiley and SAS Business Series2010
4. Jaiwei Ham and Micheline Kamber, *Data Mining concepts and techniques*, Kaufmann Publishers 2006
5. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, *Business Intelligence*, Prentice Hall, 2008



BMBAIS03: BUSINESS PROCESS REENGINEERING

Objectives

- *To understand the use of information technology for process redesign and improvement.*
- *To identify and implement the process to be reengineered*
- *To learn about the different issues related to business process reengineering*

Module 1: Introduction

- Conceptual Foundation of Business Process Re-engineering
- Role of Information Technology in BPR
- Nature, significance and rationale of BPR

Module 2: Managing Processes

- Major Issues in process redesign- Business vision and process objectives- Processes to be redesigned- Measuring existing processes
- Process Improvement and Process Redesign
- BPR Experiences in Indian Industry

Module 3: Process Redesign

- Process identification and Mapping
- Role of Activity Diagrams
- Process Visioning and Benchmarking- Business Process Improvement

Module 4: Phases of BPR

- Designing and building a prototype of the new process-BPR Phases-Relationship between BPR phases.
- Typical BPR activities within phases- Change Management, Performance
- Management, Programme Management.

Module 5: BPR Implementation

- BPR and continuous improvement- Co-ordination and complementary efforts
- IT capabilities and their organizational impacts
- Implementation of BPR- Stages of implementation and critical aspects
- Man Management for BPR Implementation
- Re-organizing People and Managing Change.

References

1. R. Radhakrishnan, S. Balasubramanian *Business Process Reengineering: Text Case*, PHI.
2. M.S. Jayaraman, *Business Process Re-engineering*, Tata Mcgraw Hill



3. Michael Hammer, James Champy, *Reengineering the Corporation: A Manifesto for Business Revolution*, Harper Collins Publishers.
4. Carr, D. K. and Johanson, H. J., *Best Practices in Re-engineering*, New York, McGraw Hill.
5. Coulson Thomas, C., *Business Process Re-engineering: Myth & Reality*, London, Kogan Page.



BMBAIS04: DATABASE MANAGEMENT SYSTEM

Objectives

- *To understand the role of a database management system in an organization.*
- *To design and build a simple database system and demonstrate competence with the fundamental tasks involved with modeling, designing, and implementing a DBMS*
- *To develop the understanding of different applications of DBMS in the current scenario*

Module 1: Introduction

- Database
- Need for DBMS
- DBMS users
- Architecture of DBMS
- Data models
- Views of data
- Data Independence
- Conventional data models & systems
- ER model
- Relationship Attributes-Relationship set
- Generalization and Aggregation
- Structure of relational Database and different types of keys-expressing M: N relation.

Module 2: Relational Model & Relational Database Design

- Codd's rules
- Relational data model & relational Algebra-Relational Model Concept-Relational model constraints
- Relational algebra
- Relational database language
- Data definition in SQL-Views and Queries in SQL-Specifying Constraints-Indexes in SQL
- Specifying constraints management systems
- ER to Relational
- Functional dependencies
- Normalization
- Multi-valued and other kinds of Dependencies.



Module 3: File Structure, Transaction and Concurrency control

- Overview of physical storage Media-Magnetic disk-RAID-Tertiary Storage-Storage Access-File Organization-Organization of records in Files-Data dictionary storage
- Concept of transaction- ACID properties - Serializability- States of transaction
- Concurrency Control-Locking techniques
- Time stamp based protocols
- Granularity of data items
- Deadlock.

Module 4: Crash Recovery and Backup

- Failure classifications
- Storage structure
- Recovery & Atomicity-Log base recovery- Recovery with concurrent Transactions- Database backup & Recovery-Remote Backup System
- Database security issues
- Discretionary access control based on grant & revoking Privilege-Mandatory access control and role Based-Access control for multilevel security
- Encryption & public key infrastructures.

Module 5: Emerging trends

- Object oriented database
- DSS – data mining –data warehousing
- Multimedia database
- Geographic database
- Distributed information systems

References

1. Avi Silberschatz, Henry F. Korth, S. Sudarshan, i-, Fifth Edition, McGraw-Hill
2. Ramez Elmasri, Sham Navathe, “*Fundamentals of Database Systems*”, Fifth edition, Pearson education
3. Raghu Ramakrishnan, Johannes Gehrke, *Database Management systems*, Third Edition, McGraw-Hill
4. Coad, Peter and Edward, Yourdon, *Object-Oriented Analysis* 2nd edition Englewood Cliff, New jersey, Yourdon Press
5. Kroenke, David M *Database Processing Fundamentals, Design, Implementation* 4th ed. New York, McMillan



BMBAIS05: ELECTRONIC COMMERCE AND INTERNET MARKETING

Objectives

- *To gain an understanding of the theories and concepts underlying e-commerce*
- *To apply e-commerce theory and concepts to what e-marketers are doing in "the real world".*
- *To improve familiarity with current challenges and issues in e-commerce*

Module 1: Introduction to E-Commerce and E- Business

- E-commerce vs. E-business
- Competing in the digital economy
- Trends driving E-business
- E-business framework
- E- business Models
- Revenue models
- E-business technology
- E-business Opportunities and Challenges
- Types of E commerce- B2C, B2B, C2C, P2P, M-commerce
- E-Business Application Areas- CRM, ERP, SCM and Selling

Module 2: Technology Infrastructure for E-Commerce

- The internet
- Technology and standards
- Internet protocols
- Mark up languages
- Web servers
- Browsers and clients
- Search engines and E mail
- Bots
- Emerging applications like streaming media
- Distributed computing
- E Learning.
- Internet Service Providers
- Internet access providers
- Internet Vs. Online Services



Module 3: Electronic Payment Systems

- Traditional vs. Digital payment systems
- Digital Payment requirements
- Merchant account
- Payment gateway
- E-payment methods:
 - Credit cards
 - E-wallet
 - Digital Token based E-payment system
 - E-Cash
 - E-loyalty and Reward programmes
- E-payment system Design
- E-Banking
- Changing dynamics in the banking Industry
- Home banking Implementation approaches
- Open Vs. Closed models Management issues in online banking

Module 4: E-Security

- Network and website security
- Security Holes
- Cryptography
- Codes and Cipher
- Data Encryption standard
- Authentication
- PKI
- Digital signature
- SSL
- Firewalls
- VPN
- Cryptographic applications
- E-Commerce Risk Management
- Information Security in India
- NASSCOM's Flagship Initiatives



Module 5: Internet Marketing

- Developing and putting on line a site
- Domain registration
- Hiring web space
- Promoting the site to develop traffic
- Online Promotion Techniques
- E-Marketing: Browsing behavior model
- Internet Marketing Trends
- Search Engine Marketing
- Online PR
- Online Partnerships
- Interactive Advertising
- E-mail Marketing
- Viral Marketing
- E-Advertising
- E-Branding-Marketing Strategies
- Emerging legal frame work of E Commerce
- Ethical Political and social Issues of E Commerce
- Cyber laws in different countries

References

1. Laudon, Kenneth C and Traver Carol, *E Commerce-Business, Technology and Society*
2. Dave Chaffey, *E-Business and E-Commerce Management*, Pearson Education, 2012.
3. Joseph P.T., *E-commerce an Indian Perspective*, PHI
4. Efraim Turban et al., *E-Commerce*, Pearson Education
5. Kalakota Ravi and M. Robinson, *E-Business 2.0: Roadmap for Success*, Pearson Education.



BMBAIS06: ENTERPRISE RESOURCE PLANNING

Objectives

- *To gain an understanding of the planning and implementation of advanced enterprise-wide systems and technologies*
- *To attain the knowledge of typical ERP systems and the advantages and limitations of implementing such systems.*
- *To expose the technical aspects of ERP systems.*

Module 1: Introduction to Enterprise Resources Planning

- Evolution of ERP, MRP and MRP II
- Problems of system Islands
- Need for system integration and interface
- Enterprise wide software solutions
- Difference between Integrated and traditional information systems
- Early and new ERP Packages
- Over view of ERP packages
- ERP products and markets
- Players and characteristics
- Benefits of ERP implementations
- Critical success factors and pitfalls

Module 2: ERP Implementation

- Opportunities and problems in ERP selection and implementation
- Implementing ERP
- Identifying ERP benefits team formation
- Consultant intervention
- Business Process Reengineering Concepts
- The emergence of reengineering
- Concept of business process
- Rethinking of processes
- Identification of reengineering
- Preparing for reengineering
- Implementing change - change management
- Integrating with other systems
- Post ERP implementation



Module 3: Modules in ERP

- Business Modules of ERP package
 - Functional architecture
 - Salient features of each module of ERP
 - Finance
- Manufacturing
 - Human Resource
 - Plant Maintenance
 - Materials Management
 - Quality Management
 - Sales and Distribution
 - Comparison of ERP packages

Module 4: Technical Architecture of ERP systems

- Communication and Networking facilities
- Distributed Computing
- Client Server Systems
- Concepts of Business objects
- Distributed Object
- Computing Architecture
- Support for data mining and warehousing
- EDI – internet and related technologies- Net technologies

Module 5: ERP and Supply Chain management

- Extending scope of ERP through SCM
- The concept of value chain
- Differentiation between ERP and SCM
- Issues in selection and implementation of SCM solutions
- CRM concepts and CRM solutions
- E-Business and ERP
- Business Intelligence
- SaaS
- Business Opportunities
- Basic and advanced business models on internet
- Security and privacy issues
- Recent Developments



- Future and Growth of ERP
- Role of ERP in international Business

References

1. Hammer, Micheal and Jamts Chamby, *Reengineering the corporation*, 1997
2. Alexis Leon, *ERP Demystified*, Tata McGraw Hill, New Delhi.
3. Joseph A Brady, Ellen F Monk, Bret Wagner, *Concepts in Enterprise Resource Planning*, Thompson Course Technology, USA.
4. Vinod Kumar Garg and Venkitakrishnan N K, *Enterprise Resource Planning – Concepts and Practice*, PHI, New Delhi.
5. Ptak, Carol A. & Eli Schragenheim, *Enterprise Systems for Management*, St. Lucie Press NY, 2000



BMBAIS07: MULTIMEDIA MANAGEMENT

Objectives

- *To review different multimedia tools and elements*
- *To understand the activities and roles of multimedia manager*
- *To obtain current practices of multimedia project development*

Module 1: Introduction to Multimedia

- Stages in multimedia project
- Multimedia Team

Module 2: Multimedia Requirements

- Multimedia hardware
- Multimedia software
- Basic Tools
- Authoring Tools
- Multimedia building blocks

Module 3: Elements of Multimedia

- Roles and Importance of multimedia elements
- Text
- Sound
- Images
- Animation
- Video

Module 4: Multimedia and the Internet

- Tools for the World Wide Web
- Designing for World Wide Web
- Issues and security problems
- Stages in Multimedia Project
- Planning and costing
- Designing and Producing
- Assembling and delivering a project

Module 5: Uses of Multimedia

- Multimedia in Business
- Multimedia in public places
- Multimedia in schools and home.



References

1. Tay Vaughan, *Multimedia: Making it Work*, Tata Mcgraw Hill, New Delhi.
2. Anurag Sethi, *Multimedia Education: Theory and Practice*, Tata Mcgraw Hill, New Delhi.
3. Susan Lake, Karen Bean May, *The Business of Technology: Digital Multimedia*, Cengage Learning, 2007
4. Elaine England, Andy Finney, *Managing Multimedia: Project Management for Web and Convergent Media*, Addison-Wesley, 2002
5. Ze-Nian Li, Mark S. Drew, Jiangchuan Liu, *Fundamentals of Multimedia*, Springer International Publishing, 2014



BMBAIS08: SOFTWARE PROJECT MANAGEMENT

Objectives

- *To familiarize the different methods and techniques used for software project management.*
- *To create project plans that address real-world management challenges.*
- *To identify the project management tools and how it is used in the workplace.*

Module 1: Concepts of Software Project Management

- Software project versus other types of project
- Contract Management and technical project management
- Activities covered by software project management – plans, methods, methodologies
- Ways of categorizing software projects
- overview of project planning

Module 2: Project Evaluation

- Strategic Assessment
- Technical Assessment
- Cost Benefit Analysis
- Cash Flow Forecasting
- Cost Benefit Evaluation Techniques
- Risk Evaluation.

Module 3: Software Effort Estimation

- Problem with over and under-estimates – basis for software estimating – software effort estimation techniques – expert judgment – estimating by analogy
- Activity Planning
- Project schedules –sequencing and scheduling activities – Network Planning models – formulating a network model – adding time dimension – forward pass – backward pass.
- Risk Management
- Risk – Categories – Dealing with risk – Risk identification, assessment, planning and management – Evaluating risk to schedule

Module 4: Monitoring and Control

- Creating framework – collecting the data – visualizing progress – cost monitoring – earned value analysis – prioritizing monitoring – getting the project back to target – change control.
- Managing Contracts – Introduction – Types of Contract – Stages in Contract Placement – Typical Terms of a Contract – Contract Management – Acceptance.



Module 5: Using Project Management Software

- Creating and Defining Projects
- Tasks-Entering-Scheduling-Organizing
- Working with Task Duration, Constraints, and Deadlines
- Resource Management
- Communication and Progress Updates
- Tracking Work in Project
- Running Reports-Printing Project Information-Consolidating Projects and Resources

References

1. Bob Hughes & Mike Cotterell, *Software project management*, PHI, Fourth edition
2. Walker Royce, *Software project Management*, Addison-Wesley
3. Pankaj Jalote, “*Software Project Management in Practice*”, Pearson Education
4. Robert T. Futrell, Donald F. Shafer and Linda Shafer, “*Quality Software Project Management*”, Pearson Education,2003
5. Lawrence J Peters, *Getting results from software development teams*, Microsoft Press



BMBAIS09: DATA MINING

Objectives

- *To understand the different data warehouse architectures and models.*
- *To identify the use of data mining in different business applications*
- *To recognize the various data mining techniques*

Module 1: Introduction

- Data Warehousing
- Introduction and General Principle
- On-line Transaction Processing (OLTP)
- Data Warehouse Architecture Fundamentals
- Data Mart
- Approaches to Architecture
 - Top-down, Centralised
 - Bottom-up, Architected
- Technical and Business Meta Data
- Meta Data Process
- Data Warehouse Design
- Star and Snowflake Schemas
- Online Analytical Processing (OLAP) Architecture
- Multidimensional Database (MDD)
- Data Cubes
- ROLAP Data Model
- MOLAP Data Model
- Logical Models for Multidimensional Information
- Conceptual Models for Multidimensional Information
- Query and Reporting
- Data Warehouse and Business Strategy
- Data Mining
- Architectural Aspects of Data Mining
- Data Mining Techniques
- Data Mining Issues and Challenges

Module 2: Business Context of Data Mining

- Data Mining for Process Improvement
- Data Mining as a Research Tool



- Data Mining for Marketing
- Data Mining for Customer Relationship Management
- Association Rules

Module 3: Classification and Clustering

- Clustering Paradigms
- Partitioning Algorithm
- K-means Clustering Algorithm
- Hierarchical Clustering
- Categorical Clustering Algorithm

Module 4: Data Mining Tools

- Decision Trees
- Neural Networks
- Genetic Algorithms
- Rough Sets
- Fuzzy Logic

Module 5: Advanced Mining Techniques

- Web Mining
- Web content Mining
- Web usage Mining
- Web Structure Mining
- Mining for e-Business
- Text Mining

References

1. Jaiwei Ham and Micheline Kamber, *Data Mining concepts and techniques*, Kaufmann Publishers 2006
2. Arun K Pujari, *Data Mining Techniques*, University Press
3. W. H. Inmon, Wiley, *Building the Data Warehouse*, Dreamtech India Pvt. Ltd.
4. Sam Anahory and Dennis Murray, *Data Warehousing in the Real World*, Pearson Education Asia.
5. Margaret H Dunham, *Data Mining Introductory and advanced topics*, Pearson Education



BMBAIS10: MULTIMEDIA MANAGEMENT

Objectives

- *To review different multimedia tools and elements*
- *To understand the activities and roles of multimedia manager*
- *To obtain current practices of multimedia project development*

Module 1: Introduction to Multimedia

- Stages in multimedia project
- Multimedia Team

Module 2: Multimedia Requirements

- Multimedia hardware
- Multimedia software
- Basic Tools
- Authoring Tools
- Multimedia building blocks

Module 3: Elements of Multimedia

- Roles and Importance of multimedia elements
- Text
- Sound
- Images
- Animation
- Video

Module 4: Multimedia and the Internet

- Tools for the World Wide Web
- Designing for World Wide Web
- Issues and security problems
- Stages in Multimedia Project
- Planning and costing
- Designing and Producing
- Assembling and delivering a project

Module 5: Uses of Multimedia

- Multimedia in Business
- Multimedia in public places
- Multimedia in schools and home.



References

1. Tay Vaughan, *Multimedia: Making it Work*, Tata Mcgraw Hill, New Delhi.
2. Anurag Sethi, *Multimedia Education: Theory and Practice*, Tata Mcgraw Hill, New Delhi.
3. Susan Lake, Karen Bean May, *The Business of Technology: Digital Multimedia*, Cengage Learning, 2007
4. Elaine England, Andy Finney, *Managing Multimedia: Project Management for Web and Convergent Media*, Addison-Wesley, 2002
5. Ze- Nian Li, Mark S. Drew, Jiangchuan Liu, *Fundamentals of Multimedia*, Springer International Publishing, 2014



ENTREPRENEURSHIP ELECTIVES

BMBAEM01: INNOVATIVE ENTREPRENEURSHIP

Objectives

- *To explore the concept of innovation, its components and its importance for enterprise*
- *To develop a practical, innovative entrepreneurial mindset in students*
- *To appreciate and conceptualize innovative entrepreneurship among students*

Module 1: The Concept of Innovation

- Defining innovation
- Differences between invention and innovation
- Product innovation and process innovation
- Radical and incremental innovation
- Technological innovation, commercial or organizational
- Drivers of Innovation
- Characteristics of innovation in different sectors

Module 2: Models of Innovation

- Models of Innovation - Linear innovation models and flexible innovation models
- Closed innovation and Open innovation
- User Innovation (Eric von Hippel)
- Disruptive Innovation
- Jugaad Innovation
- The model of the dynamic capabilities -David Teece
- Triple Helix model of innovation

Module 3: Innovation and Knowledge

- Knowledge as a public good
- IP contribution to Innovation - types of IPR
- IP support for Innovation
- National Innovation System (OECD)
- Regional Innovation Strategies (OECD)

Module 4: Creativity & Innovation Life cycle

- Stages in creativity
- Thinking differently
- Stages in innovation life cycle



- Diffusion of Innovation (Everett Rogers)
- Factors determining rate of adoption

Module 5: Emerging themes in innovative entrepreneurship

- Inclusive entrepreneurship
- Social entrepreneurship
- Eco-Innovation
- Green entrepreneurship
- Lean Start -up

References

1. Peter F Drucker, *Innovation and Entrepreneurship*, Harper Collins Publishers.
2. Felix Janson, *Age of Innovation*, prentice Hall India, 2000.
3. Jacob Goldenberg, *Creativity in product Innovation*, Cambridge University press, 2002.
4. Tom Burns & G.M. Stalker, *The management of Innovation* – Oxford, Dec 2000
5. Nino S. Levy, *Managing High technology and Innovation*, prentice Hall, 1998.
6. Jane Henry, *Creativity and perception in Management*, Sage Publications, 2001.



BMBAEM02: SOCIAL ENTREPRENEURSHIP

Objective

- *Acquired an understanding of the fields of social entrepreneurship*
- *Enabling students to develop business skills to address complex social and environmental problems in sustainable, profitable way.*
- *Developing business plan and investment pitch for scaling an existing social venture*

Module 1: Introduction to Social Entrepreneurship

- Introduction
- Characteristics and Role of Social Entrepreneurs
- Innovation and Entrepreneurship in a Social Context;
- Scope of Social Entrepreneurship.
- Profit Social Venture Models;
- Role multinationals play in social enterprises

Module 2: Boundaries & Assessing New Opportunities

- Relationship of social enterprises to other companies, traditional nonprofits and government services.
- Legal structure of social enterprises
- Recognizing and Assessing new opportunities
- Mobilizing resources – Assessing resource needs
- Development Resources Mobilization strategy.

Module 3: The Business of Change /Accountability

- Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization.
- Competition, Measuring and Managing Performance.
- Investing own capital in a new or expanding business
- Understanding Accountability – Dimensions – Rationale for being a accountable social entrepreneur

Module 4: Risk/Financing

- Risk management – Strategies for managing risks
- Potential costs of risk reduction strategies.
- Social impact Investor-Kinds of investments
- Social enterprises get financing for start-up, establishment, growth and expansion



Module 5: Social Entrepreneurship Challenges of Scale & Business Plan

- Business Strategies and Scaling up.
- Methods for taking a social enterprise to scale
- Challenges for social enterprises
- Business planning – need and importance
- Business plan for social enterprise
- Comparison of social enterprise plan – with a tradition business plan.

References

1. Austin, J. E., Leonard, H., Stevenson, H., & Jane Wei-HYPERLINK "http://www.allbookstores.com/author/Jane_Wei-Skillern.html" skillern, *Entrepreneurship in the Social Sector*, Sage Pub.2007.
2. Bornstein, D. (2004). *How to change the world: Social entrepreneurs and the power of new ideas?* Oxford University Press.
3. Dees, G., Emerson, J., & Economy, P. (2001). *Enterprising non-profits*. Wiley.
4. LaPiana, D. (2005). *Play to win: The Non-profit guide to competitive strategy*. Jossey-Bass.
5. Mullins, J. W., & Komisar, R. (2009). *Getting to plan B breaking through to a better business model*. Boston: Boston: Harvard Business Press.
6. Mullins, J. W. (2006). *The new business road test: What entrepreneurs and executives should do before writing a business plan (2nd ed.)*. Harlow: Prentice Hall Financial Times.
7. Nicholls, A. (Ed.). (2006). *Social entrepreneurship new models of sustainable social change*. Oxford University Press.
8. Prahalad, C. K. (2006). *Fortune at the bottom of the pyramid, eradicating poverty through profits*. Wharton school Publishing.
9. Roy, R. (2008). *Entrepreneurship*. Oxford University Press.



BMBAEM03: FAMILY BUSINESS AND ENTREPRENEURSHIP

Objective

- *To understand the concepts of family business and development models.*
- *To capitalize the strengths and manage the challenges of family-owned companies,*
- *To develop an entrepreneurship approach.*

Module 1: Family Business Development Models

- Introduction to Family Business
- Conceptual Models of Family firms
- Three dimensional development Model-ownership development dimension – Family Developmental Dimensions – Business Developmental Dimensions.
- Practices of successful family companies and business families.

Module 2: Family Business Types

- Four Classic Family Business types
- Founders and the Entrepreneurial experiences
- Growing and evolving family business
- Complexity of family enterprise
- Diversity of successions: Different Dreams and challenges.

Module 3: Personality and Conflicts in Family Firms

- Personality types
- Importance of individuation
- Power of envy
- Role of family myths and impact of family myths on family business
- Common personality characteristics of founder
- Common defensive structures in founder – maintaining the balance.
- Managing Business, family and shareholder relationships;
- Conflict and conflict resolution in family firms.

Module 4: Leadership Transition

- Options for tackling succession problem
- Inheritance
- Psychological pressure on new leaders
- Systematic view of business family
- Family system proposition – family scripts and rules
- Practical example of family system thinking – diagnosing family entanglements.
- Designing effective family business boards and family governance.



Module 5: Transition and Change

- Lewin's idea of change
- model of individual change
- major themes in the individual journey towards change
- process of change within organization
- change process in families
- family focus or organizational focus.

References

1. Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. (1997). *Generation to generation: Life cycles of the family business*. Boston: Harvard Business School Press.
2. Ibrahim, A., & Ellis, W. (2004). *Family business management: Concepts and practice*. Dubuque: Kendall/Hunt Publishing Company.
3. Jaffe, D. T. (1990). *Working with the ones you love: Conflict resolution and problem solving strategies for a successful family business*. Berkeley, CA: Conari Press.
4. Lansberg, I. (1999). *Succeeding generations: Realizing the dream of families in business*. Boston: Harvard Business School Press.
5. Mullins, J. W., & Komisar, R. (2009). *Getting to plan B breaking through to a better business model*. Boston: Harvard Business Press.
6. Poza, E. J. (1997). *Smart growth: Critical choices for family business continuity*. Cleveland: University Publishers.
7. Poza, E. J. (2007). *Family business (2nd ed.)*. Mason: Thompson South Western.
8. Timmons, J. A., & Spinelli. (2003). *New venture creation: Entrepreneurship for the 21st century (6th ed.)*. New York: McGraw Hill Higher Education.



BMBAEM04: FINANCING THE ENTREPRENEURIAL BUSINESS

Objective

- *Introduce the issues and practices of financing entrepreneurial business.*
- *Understand various financial statements in entrepreneurial business.*
- *To use and interpret various financial statements and tools for better decision making.*

Module 1: Introduction

- Basic Financial Concepts
- Types of Ownership
- Raising of Capital
- Sources of Finance

Module 2: Various Financial Statements

- Financial statements
- Cash flow statement
- Income statement
- Balance sheet
- Owners' Equity
- Vertical and Horizontal analysis
- Ratio analysis

Module 3: Financial Statement Analysis-1

- Profit,
- Profitability
- Break Even analysis
- Forecasting
- Per forma Financial statements

Module 4: Financial Statement Analysis-2

- Working capital management
- Current asset, Cash and Marketable Securities Management
- Time value of money
- Present value
- Future value
- Annuities

Module 5: Capital Budgeting

- Capital budgeting
- Factor affecting capital budgeting



- Cost- Benefit in capital budgeting
- Personal Finance
- Risk management
- Retirement strategies

References

1. Philip J Adelman, Alen M Marks, *Entrepreneurial Finance.*, Pearson publication
2. Luisa Alemany, Job J Andreoli, *Entrepreneurial Finance*, Cambridge University Press
3. Susen L Preston, *Angel Financing for Entrepreneurs*, Jossy Bass
4. Steven Rodhers, Roza Makonnen, *Entrepreneurial Finance, Finance and Business strategies for serious entrepreneurs*, Mc Grow Hill Education
5. Douglas Cumming, *The Oxford Hand Book of Entrepreneurial Finance*, Oxford University Press.



BMBAEM05: SMALL AND MEDIUM ENTERPRISES

Objective

- *Provide insight into what running an early stage growing business actually entails.*
- *Enabling students to develop business skills to address complex social and environmental problems facing an SME.*
- *Understand the support system available for an MSE*

Module 1: Introduction

- Introduction: Small and Medium enterprises–
- Definition, characteristics and their role in economic development,
- Problems of small–scale industries, Growth of small scale sector in India.
- Setting up a Small Business:
- Determination of the nature of the business unit; Micro, Small and Medium enterprise,
- Comparative evaluation of feasibility of buying an existing enterprise,

Module 2: Preliminary Stages

- Setting up a new venture or starting the business through franchising, Location strategy,
- Preliminary registration with State Directorate of Industries.
- Financing of Small Enterprises and Agencies that Promote Entrepreneurship Development:
- Need for financial planning
- Types of loan
- Financial institutions - SFC, IDBI, NSIC and SIDCO.

Module 3: Role of Agencies

- Role of the following agencies in the Entrepreneurship Development:
- DIC – District Industrial Center, SISI – Small Industries Services Institute, EDII – Entrepreneurship Development Institute of India, NIESBUD – National Institute of Entrepreneurship and Small Business Development, NEDB – National Entrepreneurship Development Board.
- Policy Environment for Small scale sector, Pre and Post 1991 Industrial policy,
- New policy measures

Module 4: Changing Scenario

- Changing scenario of SMEs in the era of liberalisation and globalisation,
- Competitiveness, Quality control and branding,
- Need for professionalism in management of small business in India,



- social responsibilities of small business owners, Micro, Small and Medium Enterprises Development Act (MSMEDA) 2006:
- Objectives and Definition, Provisions pertaining to promotion and development of MSMEs

Module 5: Strategies

- Global Competitiveness Strategies for Small-scale Industries
- Export Potentials of Small-scale industries
- Prospects for Small-scale Industries
- Discover the Future Growth, Success Stories

References

1. Steve Mariotti, Caroline Glackin: *Entrepreneurship and Small Business Management*. 2nd Edition. Pearson
2. V. Desai, *Management of A Small-Scale Industry*, Himalya Publishing House
3. C.B. Gupta and S.S. Khanka, *Entrepreneurship and Small Business Management*, Sultan Chand and Sons, New Delhi
4. M.B. Shukla, *Entrepreneurship and Small Business Management*, Kitab Mahal, Allahabad
5. A. Sahay and V. Sharma, *Entrepreneurship and New Venture Creation*, Excel Books, New Delhi
6. V. Desai, *Dynamics of Entrepreneurial Development and Management*, Himalya Publishing House
7. V. Desai, *Small Scale Industries and Entrepreneurship*, Himalaya Publishing House



BMBAEM06: TECHNOLOGY AND PROFESSIONAL ENTREPRENEURSHIP

Objective

- *Introduce the concept of innovation for the successful running of entrepreneurship*
- *Make aware the technology and professionalism in entrepreneurship*
- *Taking innovation to market place through technological entrepreneurship*

Module 1: Introduction

- Innovative Ideas
- Concept Development - Content methods and models
- Strategies for managing Innovation

Module 2: Business Model

- Business Models and Customer Validation
- How to create and deliver value to customer
- How to sustainably extract value for the venture

Module 3: Innovation

- Innovative thinking
- Introduces tools to boost creative problem-solving skills.
- Rediscover personal thinking preferences, identify and eliminate mental blocks, and enhance communication and teaming skills.

Module 4: Development

- Creative designing, prototyping, and testing
- Intellectual Property and Contracts
- Market development and commercialisation

Module 5: Launch

- Launching Technology Venture
- Process to launch, Skills
- Manage Technology Venture

References

1. Natasha Evers, James Cunningham, Thomas Hoholm, *‘Technology Entrepreneurship: Bringing Innovation to the Marketplace*, Palgrave Macmillan
2. Thomas N. Duening, Robert A. Hisrich, Michael A. Lechter, *Technology Entrepreneurship: Taking Innovation to the Marketplace*, Academic Press, Elsevier
3. Subrata Dasgupta, *‘Technology and Creativity’*, Replica Books, 2000



4. Thomas N. Duening, Robert A. Hisrich, Michael A. 'Technology Entrepreneurship: Creating, Capturing, and Protecting Value' Lechter Elsevier Publications
5. Donald S. Siegel, Edward Elgar, 'Technological Entrepreneurship'



BMBAEM07: AGRIBUSINESS ENTREPRENEURSHIP

Objective

- *Understand the various opportunities in agribusiness.*
- *To create awareness on support system available for agribusiness entrepreneurship.*
- *Provide insight into starting and running an agribusiness.*

Module 1: Introduction

- Agro Entrepreneurship and Introduction
- Role of entrepreneur
- Agro business its role in present scenario

Module 2: Opportunities-I

- Entrepreneurship Opportunities in Agri Biotech business
- Organic farming
- Production Process
- Entrepreneurship Opportunities in Food Processing sector
- Food processing scope
- Regulations
- Entrepreneurship Opportunities in Floriculture

Module 3: Opportunities-II

- Entrepreneurship Opportunities in Supply Chain management of Agri produce
- Supply chain management
- Bottle necks
- Entrepreneurship Opportunities in Agri Retailing
- Agri retailing regulations
- Entrepreneurship Opportunities in Fishery Sector
- Traditional Fishery sector
- Modern Fishery sector
- Entrepreneurship Opportunities in Livestock and Allied sector

Module 4: Project

- Project Formulation
- General Information.
- Project Description.
- Market Potential.
- Capital Costs and Sources of Finance.
- Assessment of Working Capital Requirements.



- Other Financial Aspects.
- Economic and Social Variables.
- Project Implementation.

Module 5: Support System

- Agri Entrepreneurship Support
- Government Schemes
- Cooperatives
- Cold storage
- New models in Agri Entrepreneurship

References

1. Shakti Ranjan Panigrahy, *Baljeet Singh, Agro Entrepreneurship*, Scientific Publishers
2. Michael E. Newman, Walter J. Wills, *Agribusiness Management and Entrepreneurship*, Interstate Publishers.
3. Walter J. Wills, *An introduction to agribusiness management*, Interstate Printers & Publishers
4. James G. Beierlein, Kenneth C. Schneeberger, Donald D. Osburn, *Principles of Agribusiness Management*, Fifth Edition, Waveland Press Inc.
5. N. Chandrasekaran, G. Raghuram, *Agribusiness Supply Chain Management*, CRC Press, Taylor & Francis group



BMBAEM08: MERGER AND ACQUISITION FOR ENTREPRENEURSHIP

Objectives

- *To familiarize the participants with the concept and overview of Mergers and Acquisition*
- *To familiarize with the uniqueness of M&A in entrepreneurship.*
- *To explore the new vistas of growth through M&A for an entrepreneur.*

Module 1: Introduction

- Introduction to Mergers and Acquisition
- Synergy
- Diversification
- Strategic Realignment
- Entrepreneurial Integration
- Knowing what to acquire

Module 2: Institution & Players

- Key Players in M&A
- Providers of Special service
- Institutional Investors lenders
- Roles played by different player

Module 3: Business Plan

- Business plan for M&A
- External Analysis
- Internal Analysis
- Implementation strategy

Module 4: Structuring

- Negotiation, Closing
- Drawing of the Agreement
- Financing transaction
- Structuring of the financial transaction

Module 5: Conclusion- Exit Strategies

- Decision to sell or defend
- Common Takeover defences
- Pre offer defences
- Post offer defences



References

1. Donald De Pamphilis, *Mergers and Acquisitions Basics: All You Need to Know*, Academic Press
2. Laurence Capron, Will Mitchell. *Build, Borrow, Or Buy: Solving the Growth Dilemma*, Harvard Business School Publishing
3. Yaakov Weber, *Mergers and Acquisitions, Entrepreneurship and Innovation*. Emerald group Publishing
4. Andrew Sherman, *Mergers and Acquisitions from A to Z*, AMACOM



BMBAEM09: ENTREPRENEURSHIP DEVELOPMENT IN INDIA

Objectives

- *To familiarize the participants with the concept and overview of entrepreneurship*
- *To familiarize with the unique culture and environment of entrepreneurship in India*
- *To explore the growth entrepreneurship in India and new developments*

Module 1: Introduction

- Entrepreneurship and Economic Development
- Opportunities and Challenge in Indian Context
- Dynamics of Entrepreneurial behaviour in economic development

Module 2: Indian Scenario-I

- Legendary Lack of entrepreneurship in India
- Family Business
- Pradhan ManthriRosgarYojana
- Behavioural rigidity and Entrepreneurship
- Role of education and awareness

Module 3: Indian Scenario-II

- Government policies and financial assistance
- Politechnics
- BPO's
- Rural Entrepreneurship
- Women Entrepreneurship

Module 4: LPG

- Liberalisation
- Privatisation
- Globalisation
- Public sector Disinvestment

Module 5: Current Trends

- Startup India
- Make in India
- Ease of doing business

References

1. Anshuja Tiwari, *Entrepreneurship Development in India*, Sarup & Sons
2. R. Vaidyanathan, *India Unincorporated*, The ICFAI University Press



3. Dinesh Narain Awasthi, José Sebastián, *Evaluation of entrepreneurship development programmes*, Sage publication
4. V. G. Patel, *Entrepreneurship development programme in India and its relevance to developing countries, report prepared for the Economic Development Institute of the World Bank*, Washington
5. Santha S., R. Vasanthagopal, *Women Entrepreneurship in India*, New Century Publications



BMBAEM10: ENTREPRENEURIAL SALES AND MARKETING

Objectives

- *To familiarize the participants with the concept and overview of entrepreneurship*
- *To impart knowledge, skills and competencies for sales and marketing in a new venture.*
- *To explore new vistas of sales and to generate innovative marketing ideas.*

Module 1: Introduction

- Marketing in Entrepreneurial Context
- Marketing for new ventures
- The 5 P's of product based products
- The 8 P's of service based products
- Finding and evaluating right marketing opportunity
- Market estimates

Module 2: Market Research

- Using marketing research to ensure Entrepreneurial Success
- Types of methods of Marketing research
- Understanding Customers Business customer
- Key difference and key similarities
- Understanding Competition

Module 3: STP

- Segmentation
- Targeting
- Positioning
- Perceptual mapping
- Developing new products and services
- Characteristics of Successful New Product and Service
- New product/Service Development process

Module 4: Branding

- Building and sustaining an Entrepreneurial brand
- Characteristics of a good Brand
- Entrepreneurial branding process
- Entrepreneurial branding strategy
- Entrepreneurial pricing
- Pricing parameters



Module 5: Promotion

- Entrepreneurial promotion
- Understanding Channels
- Channel drivers
- Choosing a channel Strategy
- Supply chain management
- The Entrepreneurial Marketing plan
- Promotion
- Promotion mix
- The integrated promotion plan

References

1. Frederick G. Crane, *Marketing for Entrepreneurs*, Sage publications
2. Guy Rigby, *Sales and Marketing for Entrepreneurs: An Instant Guide*, Harriman house publishing
3. Edwin J. Nijssen, *Entrepreneurial Marketing: An Effectual Approach*, Routledge
4. Leonard M. Lodish, Howard Morgan, Amy Kallianpur, *Entrepreneurial Marketing: Lessons from Wharton's Pioneering MBA Course*, John Wiley & Sons
5. Tim Berry, *Sales and Market Forecasting for Entrepreneurs*, Business Expert Press



Model Question Papers

St. Berchmans College (Autonomous)

MBA DEGREE EXAMINATION

First Semester

BMBA102 ENTREPRENEURSHIP DEVELOPMENT

Time 3 hours

Maximum Marks: 60

PART A

Answer all questions. Each question carries 10 marks.

1. a) Describe the Role, functions and contributions of entrepreneurship to economic development

OR

b) Explain the different types of Entrepreneur? Illustrate with examples?

2. a) Mention the various government support schemes to young entrepreneurs?

OR

b) Discuss the Success and Failure Cases of Entrepreneurship in Indian context?

3. a) Briefly describe the various Stages in entrepreneurial venture

OR

b) Explain the concept of Idea generation and Project formulation

4. a) Explain the various Legal Requirements to be met by the new business units?

OR

b) Demonstrate the Financial Plan for a startup.

5. a) Explain the various Source of Capital available to entrepreneurs?

OR

b) What are the different Exit Strategies available to startups?

5 x 10 = 50 marks

PART B (Compulsory)

6. Suppose you are prospective entrepreneur. Prepare a business plan to be presented before the prospective investors?

1 x 10 = 10 marks



St. Berchmans College (Autonomous)

MBA DEGREE EXAMINATION

III Semester

BMBA318: BUSINESS ANALYTICS

Time 3 hours

Maximum Marks: 60

PART A

Answer all questions. Each question carries 10 marks.

1. a) Discuss the importance of business analytics.
OR
b) Discuss Business analytics process.
2. a) What are the possible usage of Business analytics in Financial service industry?
OR
b) What are the usages of What-if analysis, scenario manager and goal-seek in finance?
3. a) What are the possible usage of Business analytics in operations?
OR
b) How Business analytics helps in Single-period purchase decisions, multiple time period models, and overbooking decisions?
4. a) What are the possible usage of Business analytics in HRM?
OR
b) Explain Attrition & Retention Analytics
5. a) Explain the characteristics, types and benefits of decisions models in marketing analytics
OR
b) Explain the usage of business analytics for retail pricing markdowns

5 x 10 = 50 marks

PART B (Compulsory)

6. The daily wages of 1000 workmen are normally distributed around a mean of Rs. 70 and with a standard deviation of Rs.5. Estimate the number of workers whose daily wages will be



- i) between Rs.70 and 72;
- ii) ii) between Rs.69 and 72;
- iii) iii) more than Rs.75;
- iv) iv) less than Rs.63

1 x 10 = 10 marks



St. Berchmans College (Autonomous)

MBA DEGREE EXAMINATION

Managerial Communication

Time 3 hours

Maximum Marks: 60

Answer all questions. Each question carries 10 marks.

1. (a) What should we do to retain our own cultural identity when we are communicating with people from different cultures?

OR

- (b) You are applying for admission to a Management Institute; you are required to write a composition of about 300 words stating your objective in seeking the admission. Draft a statement of your objective with a chronological resume.

2. (a) What strategies can be used to de-emphasize a refusal to a customer?

OR

- (b) Bring out the difference between “conclusion” and “recommendations” in a report.

3. (a) Discuss the chief characteristics of a good business report.

OR

- (b) What are the ways in which organisations encourage or discourage “upward” communication?

4. (a) What is empathy? How does it contribute to the effectiveness of communication?

OR

- (b) Discuss some of inherent risks in using social media for promotional purpose.

5. (a) Discuss some of the principles of effective oral communication.

OR

- (b) Show how a feedback acts as an essential element of communication.

Compulsory Question

6. Write a formal report as a marketing manager to your company’s vice-president of marketing on the reasons for the sudden fall in demand for your product which you have found after a detailed investigation. You can create the details on the company, product, and location.

(6×10=60)



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