DELHI TECHNOLOGICAL UNIVERSITY
(Formerly Delhi College of Engineering)
Estd. by the Government of NCT of Delhi vide Act 6 of 2009

ACADEMIC PROGRAMS
(East Delhi Campus)

MASTER OF BUSINESS ADMINISTRATION
Academic Session 2017-18 onwards
COURSE CURRICULUM

MASTER OF BUSINESS ADMINISTRATION
2017-18 onwards

DELHI TECHNOLOGICAL UNIVERSITY
EAST DELHI CAMPUS
Vivek Vihar, Phase -2, Delhi-110095
www.dtu.ac.in
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SECTION A
About the University
Initially established with the name “Delhi Polytechnic” in the year 1941 at Kashmere Gate Campus. In the year 1965 renamed as Delhi College of Engineering. Reconstituted as Delhi Technological University in the year 2009 vide Govt. of NCT of Delhi Act 6 of 2009 Technological University.

“Committed to Foster Excellence in Science, Engineering and Management together”
Estd. by the Government of NCT of Delhi vide Act 6 of 2009

“Delhi Technological University is a non-affiliating teaching-cum-research University engaged in fostering excellence in education, research and innovations in engineering and technology, applied sciences and management.” The University is inspired by talent and driven by innovations and is firmly committed to provide industry relevant, socially responsible manpower to meet the challenges of 21st Century. The culture of research and innovations is vibrant in the DTU campus which inspires students from UG levels onwards to engage in cutting edge technology development and discover the value and worth of the knowledge acquired by them during their studies. With its illustrious history spanning over 76 years the institution is marching on the pathways of excellence and is one of the highly sought-after university for the inspired students community and faculty.

Vision

“To be a world class university through education, innovation and research for the service of humanity.”

Mission

1. To establish centres of excellence in emerging areas of science, engineering, technology, management and allied areas.
2. To foster an ecosystem for incubation, product development, transfer of technology and entrepreneurship.
3. To create environment of collaboration, experimentation, imagination and creativity.
4. To develop human potential with analytical abilities, ethics and integrity.
5. To provide environment friendly, reasonable and sustainable solutions for local & global needs.

“...DTU as a Technological University will be a significant milestone to create an academic and research environment to foster scientism and engineering excellence together. The upgradation of DCE as a Tech University is seen as a major initiative of Government of Delhi to make Delhi as the Knowledge Capital of India.”

The Inspiration

The inspiration for reconstituting Delhi College of Engineering into a Technological University in the NCT of Delhi has been derived from the fact that in the new Knowledge Age creation and dissemination of knowledge, capabilities of utilizing knowledge to create quantum jump in quality, performance and service to industry and society and thus, creating a better tomorrow has to be the hallmark of science, engineering and technology education in India. Such an effort when encapsulated with the agile layers of scientific values, unclenching faith in research integrity and professional morality ensures growth, prosperity and happiness around the world. Such an academic environment, in fact, needs to be created in the temples of higher learning, especially in the University and Institutions imparting professional education. This necessitates the requisite academic and administrative autonomy. The autonomy here becomes the freedom to excel and the associated accountability ensures a much greater commitment and compliance to high academic standards. In the context of Technological University and Engineering Institutions, we need also to cause seamless integration of science and engineering so that we succeed in creating the power of science and the might of technology together in our institutional campuses.

Learning from the international experience it goes without saying that we need to establish future Universities in India where science and technology both could flourish together, adding strength to each other’s existence and contributing to the growth of interdisciplinary engineering in
an environment of scientism. What we really need to do is to create institutions and academic environment which attracts the very best talent towards science & engineering education and research both in the student community as well as in the faculty. For this we need to create the synergy between science and engineering to ensure that the very best talent is drawn towards university campuses that gravitate with the excitement of science and the thrill and joy of engineering. The DTU is firmly committed to foster this vital synergy between science and engineering.

The National Capital for many decades has been the hub for quality education and research in its premier institutions and universities. Delhi for a long time has been also known for promotion of manufacturing and production activities in both medium and small scale sectors. It has witnessed during the last two decades a significant growth of IT and ITES industries in and around Delhi. This has caused a major shift in the emphasis on shifting the hard core engineering activity to soft sectors of the knowledge economy. We could have caused a much greater resurgence of the core engineering sector if along with human resource development, we could have undertaken technology incubation and product innovation in our institutions of higher learning. DTU as a teaching-cum-research University offers a unique opportunity to create an environment of synergetic partnership between academic and industry. DTU thus, aims to cause a major departure from the conventional system of education and research. It aspires to imbibe a culture of scientific research in its technology disciplines and technology temper it its scientific research and education. The university also aspires to provide the thrill of a corporate R&D environment with a planned focus on industrially relevant projects and technology incubation.

The human resource output of DTU shall impact the growth of future engineering and technology. It will revolutionize the basis of design, systems of manufacturing and give rise to development of new materials, next generation communication technologies, information highways and cyber networks, growth of clean energy and environment technologies and capabilities to manage technology, business and enterprises in the connected economy. In fact, the output of DTU is target to impact significantly the resurgence of the 3rd Industrial Revolution which is on the anvil given the convergence of IT and the fast developing opportunities for harnessing energy in plenty through renewable energy resources.

The research outputs of this university are of high value to India’s socio-economic development and for the progress in industrially relevant science and technology. Strong linkages have been forged between teaching and research, university and industry, and university and research laboratories. Collaborative projects with industry and research institute are also a major focus area of the University.

The DTU is engaged in fostering a culture of excellence supported by qualified faculty and high quality student intake, including international students admitted through the NRI/ PIO/ Foreign Nationals quota. It has the necessary freedom and supportive layers of autonomy to nurture excellence in teaching and research. DTU is envisioned to be a pioneering institute having high productivity of quality scientific and technological human resource and brainware. We wish to benefit Industry in India from the quality of our graduate out turn and cost effective technology incubation and innovative product development. The DTU has focused its academic and research strategy on creating the Panchamrit of Academia, Industries, R&D organization, Government and Society, thus enhancing its reach as well as its share of contribution to national economy and playing its role as a partner in progress of the society.
About East Delhi Campus

The newly established East Delhi campus of DTU is functional from 2017-18 academic session. It is located at Vivek Vihar, Phase II, Delhi (in the premises of Shaheed Sukhdev College of Business Studies which has been shifted to a new campus in Rohini, Delhi). This campus endeavours to provide quality education, research and innovation in the emerging areas of management relevant to industry and society. From this academic session, it offers courses in Bachelor of Business Administration (B.B.A.), Bachelor of Arts B.A. (Hons.) in Economics and Master of Business Administration (M.B.A.) Courses on M.B.A. Business Analytics, M.B.A. with specialization in public policy shall be offered from August 2018.

The prime focus of the East Delhi Campus shall be on:

- Introduction of New UG and PG programs in the emerging areas of management such as entrepreneurship and family business, public policy, business analytics and financial Markets etc. along with traditional management programs.
- Employability through industry relevant programs.
- Knowledge creation and innovation through research and development.
- Techno - entrepreneurship and knowledge enterprise development.
SECTION B
Key Functionaries
<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Yogesh Singh</td>
<td>Vice Chancellor</td>
</tr>
<tr>
<td>Prof. S. K. Garg</td>
<td>Pro Vice Chancellor</td>
</tr>
<tr>
<td>Prof. Anu Singh Lather</td>
<td>Pro Vice Chancellor</td>
</tr>
<tr>
<td>Prof. Samsher</td>
<td>Registrar</td>
</tr>
<tr>
<td>Sh. R. K. Shukla</td>
<td>Link Officer to Registrar, OIC (S &amp; P)</td>
</tr>
<tr>
<td>Sh. Anil Kumar</td>
<td>Deputy Registrar (Acad-PG and IRD), Link Officer to PIO</td>
</tr>
<tr>
<td>Dr. Ravinder Kaushik</td>
<td>Deputy Registrar, PIO, Recruitment &amp; Estt, Legal</td>
</tr>
<tr>
<td>Prof. H C Taneja</td>
<td>Dean, Academics (PG)</td>
</tr>
<tr>
<td>Prof. Madhusudan Singh</td>
<td>Dean, Academics (UG)</td>
</tr>
<tr>
<td>Prof. Samsher</td>
<td>Dean, Student welfare</td>
</tr>
<tr>
<td>Prof. Ashutosh Trivedi</td>
<td>Dean, Industrial Research Development</td>
</tr>
<tr>
<td>Prof. S K Singh</td>
<td>Dean, Alumni Affairs</td>
</tr>
<tr>
<td>Prof. Vishal Verma</td>
<td>Dean, International Affairs</td>
</tr>
<tr>
<td>Prof. Pragati Kumar</td>
<td>Dean, Continuing Education</td>
</tr>
<tr>
<td>Prof. Pragati Kumar</td>
<td>Dean, Continuing Education</td>
</tr>
<tr>
<td>Dr. Rajni Jindal</td>
<td>HOD, Computer Science &amp; Engineering</td>
</tr>
<tr>
<td>Dr. Kapil Sharma</td>
<td>HOD, Information Technology</td>
</tr>
<tr>
<td>Dr. S Indu</td>
<td>HOD, Electronics and Communication Engineering</td>
</tr>
<tr>
<td>Prof. R. S. Mishra</td>
<td>HOD, Mechanical &amp; Production Engineering</td>
</tr>
<tr>
<td>Dr. Rajan Yadav</td>
<td>HOD, Delhi School of management</td>
</tr>
<tr>
<td>Prof. Madhusudan Singh</td>
<td>HOD, Electrical Engineering</td>
</tr>
<tr>
<td>Prof. Nirendra Dev</td>
<td>HOD, Civil Engineering</td>
</tr>
<tr>
<td>Prof. A. K. Gupta</td>
<td>HOD, Environmental Engineering</td>
</tr>
<tr>
<td>Prof. D Kumar</td>
<td>HOD, Bio Technology</td>
</tr>
<tr>
<td>Prof. Suresh C. Sharma</td>
<td>HOD, Applied Physics</td>
</tr>
<tr>
<td>Dr. Sangita Kansal</td>
<td>HOD, Applied Mathematics</td>
</tr>
<tr>
<td>Dr. Seema Singh</td>
<td>HOD, Humanities</td>
</tr>
<tr>
<td>Dr. Archana Rani</td>
<td>HOD, Applied Chemistry and Polymer Technology</td>
</tr>
<tr>
<td>Dr. R. S. Walia</td>
<td>Training &amp; Placement</td>
</tr>
<tr>
<td>Mr. Vinod Kumar</td>
<td>Associate Head, Computer Science &amp; Eng.</td>
</tr>
<tr>
<td>Name</td>
<td>Designation</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Dr. Ruchika Malhotra</td>
<td>Associate Head, Computer Science &amp; Engineering</td>
</tr>
<tr>
<td>Dr. Suman Bhowmick</td>
<td>Associate Head, Electrical Engineering</td>
</tr>
<tr>
<td>Dr. Rachna Garg</td>
<td>Associate Head, Electrical Engineering</td>
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<tr>
<td>Dr. Raj Kumar Singh</td>
<td>Associate Head, Mechanical &amp; Production Engineering</td>
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<tr>
<td>Dr. Atul Agarwal</td>
<td>Associate Head, Mechanical &amp; Production Engineering</td>
</tr>
<tr>
<td>Dr. Rajesh Kumar</td>
<td>Associate Head, Mechanical &amp; Production Engineering</td>
</tr>
<tr>
<td>Sh. Kamal Pathak</td>
<td>Controller of Examinations</td>
</tr>
<tr>
<td>Prof. Vipin</td>
<td>Chief Vigilance Officer</td>
</tr>
<tr>
<td>Sh. Anoop Lather</td>
<td>Public Relations Officer</td>
</tr>
<tr>
<td>Prof. Pragati Kumar</td>
<td>Superintendent (Exam)</td>
</tr>
<tr>
<td>Sh. Bimal Jain</td>
<td>Chief Project Officer / Estate Officer</td>
</tr>
<tr>
<td>Dr. Kapil Sharma</td>
<td>OSD (Results)</td>
</tr>
<tr>
<td>Dr. Mukhtiyar Singh</td>
<td>OIC, B.Tech. (Evening)</td>
</tr>
<tr>
<td>Dr. Rajeshwari Pandey</td>
<td>Associate Dean (Academic - UG)</td>
</tr>
<tr>
<td>Dr. S.G. Warker</td>
<td>Associate Dean (SW)</td>
</tr>
<tr>
<td>Sh. Vinod Bhandari</td>
<td>Assistant Public Information Officer</td>
</tr>
<tr>
<td>Dr. Ruchika Malhotra</td>
<td>Assistant Director (International Affairs)</td>
</tr>
<tr>
<td>Dr. Roli Purwar</td>
<td>Assistant Director (International Affairs)</td>
</tr>
<tr>
<td>Dr. Vivek Tripathi</td>
<td>Assistant Registrar (International Affairs)</td>
</tr>
<tr>
<td>Dr. Nitin Puri</td>
<td>Security Officer, Transport Officer</td>
</tr>
<tr>
<td>Dr. Raj Kumar Singh</td>
<td>OIC, Workshop</td>
</tr>
<tr>
<td>Rajesh Rohilla</td>
<td>Officer-in-charge, Guest House</td>
</tr>
<tr>
<td>Sh. Rajesh Birok</td>
<td>OIC, Health Centre</td>
</tr>
<tr>
<td>Prof. A.K. Gupta</td>
<td>Coordinator, TEQIP - III</td>
</tr>
<tr>
<td>Dr. D.K. Vishwakarma</td>
<td>OIC (Secrecy), OIC (GA)</td>
</tr>
<tr>
<td>Dr. Anil Singh Parihar</td>
<td>Additional Incharge (Secrecy)</td>
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</table>
SECTION C
Scheme and Syllabus of Post Graduate Program M.B.A.
M.B.A. PROGRAM
The two years program is designed for four semesters using participative pedagogy with equal emphasis on conceptual knowledge and application of such knowledge in industry context. The Program focuses on inculcating effective managerial leadership.

Specialisations
- Marketing Management
- Financial Management
- Human Resource Management
- Supply Chain Management
- Information Technology Management
- Knowledge & Technology Management

Criteria for Assessment
All theory courses shall have internal weightage of 40% (20% + 20%) and 60% weightage for written end semester examination. The internal assessment of the students (out of 40 marks) shall be as per the criteria given below:
1. Mid semester examination -20%
   Written Test Compulsory (to be conducted on the date Communicated by the Dept)
2. Individual Presentation/Viva-Voce/Group Discussion/Class Participation -20 %
3. End Semester Written Examination will be conducted by the University which shall have weightage of 60%
4. Each candidate for his/her summer internship (100 marks) and project report (200 marks) shall be evaluated by presentation and viva voce.

Note: All record shall be maintained by each faculty and made available to the examination branch of the University through department/centre coordinator.

Syllabus for Master of Business Administration
First Semester

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Name of the Course</th>
<th>Nature of Course</th>
<th>Workload</th>
<th>Marks for Total</th>
<th>Credits</th>
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<td></td>
<td></td>
<td>L</td>
<td>T/P</td>
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<tr>
<td>MGT-11</td>
<td>Management Process and Organizational Behavior</td>
<td>Core</td>
<td>4</td>
<td>-</td>
<td>40</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>60</td>
<td>100</td>
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<tr>
<td>MGT-12</td>
<td>Financial Accounting and Cost Accounting</td>
<td>Core</td>
<td>4</td>
<td>-</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>60</td>
<td>100</td>
</tr>
<tr>
<td>MGT-13</td>
<td>Marketing Management</td>
<td>Core</td>
<td>4</td>
<td>-</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>60</td>
<td>100</td>
</tr>
<tr>
<td>MGT-14</td>
<td>Managerial Economics</td>
<td>Interdisciplinary</td>
<td>4</td>
<td>-</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>60</td>
<td>100</td>
</tr>
<tr>
<td>MGT-15</td>
<td>Decision Sciences</td>
<td>Core</td>
<td>4</td>
<td>-</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>60</td>
<td>100</td>
</tr>
<tr>
<td>MGT-16</td>
<td>Legal Aspects of Management</td>
<td>Interdisciplinary</td>
<td>4</td>
<td>-</td>
<td>40</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>60</td>
<td>100</td>
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<tr>
<td>MGT-17</td>
<td>Business Communication</td>
<td>Skill Based</td>
<td>4</td>
<td>-</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>60</td>
<td>100</td>
</tr>
<tr>
<td>MGT-18</td>
<td>Data Analysis Lab</td>
<td>Skill Based</td>
<td>-</td>
<td>2</td>
<td>50</td>
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<tr>
<td></td>
<td></td>
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<td>Total</td>
<td></td>
<td></td>
<td>28</td>
<td>2</td>
<td>30</td>
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</tbody>
</table>

Following courses shall also be offered by Delhi Technological University, East Delhi Campus for other departments as open electives during the semester:
- MGT-11 Management Process and Organizational Behavior
- MGT-13 Marketing Management
- MGT-16 Legal Aspects of Management

Note: There will be at least one Industrial Visit in the 1st year either in the First Semester or Second Semester for the Students. The students will be required to submit a report and present the same to their Industrial Visit In-Charge.

IA - Internal Assessment
ESE - End Semester Examination
## Second Semester

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Name of the Course</th>
<th>Nature of Course</th>
<th>Workload</th>
<th>Marks for Total</th>
<th>Total Marks</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MGT-21</td>
<td>Human Resource Management</td>
<td>Core</td>
<td>4 - 4</td>
<td>40</td>
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<tr>
<td>MGT-22</td>
<td>Financial Management</td>
<td>Core</td>
<td>4 - 4</td>
<td>40</td>
<td>60</td>
<td>100</td>
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<tr>
<td>MGT-23</td>
<td>Business Research Methods</td>
<td>Core</td>
<td>4 - 4</td>
<td>40</td>
<td>60</td>
<td>100</td>
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<tr>
<td>MGT-24</td>
<td>Business Environment</td>
<td>Core</td>
<td>4 - 4</td>
<td>40</td>
<td>60</td>
<td>100</td>
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<tr>
<td>MGT-25</td>
<td>Knowledge and Intellectual Capital Management</td>
<td>Core and Interdisciplinary</td>
<td>4 - 4</td>
<td>40</td>
<td>60</td>
<td>100</td>
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<tr>
<td>MGT-26</td>
<td>Operations and Supply Chain Management</td>
<td>Core and Interdisciplinary</td>
<td>4 - 4</td>
<td>40</td>
<td>60</td>
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<tr>
<td>MGT-27</td>
<td>Management Accounting</td>
<td>Core</td>
<td>2 - 2</td>
<td>40</td>
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<tr>
<td>MGT-28</td>
<td>Information Technology and Innovation Management</td>
<td>Interdisciplinary</td>
<td>4 - 4</td>
<td>40</td>
<td>60</td>
<td>100</td>
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<tr>
<td>MGT-29</td>
<td>#NCC/NSS/Sports/Dramatics/Yoga(NUES)</td>
<td>Skill Based</td>
<td>- 2 - 2</td>
<td>50</td>
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<td><strong>Total</strong></td>
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<td>30 2 32</td>
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</table>

Following courses shall also be offered by Delhi Technological University, East Delhi Campus for other departments as open electives during the semester:
- MGT-21 Human Resource Management
- MGT-22 Financial Management
- MGT-24 Business Environment

*NUES: Non University Examination System

Note: Summer Internship: The students are required to undertake a Summer Internship Project (SIP) for 6-8 weeks duration at the end of second semester.
### Third Semester

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Name of the Course</th>
<th>Nature of Course</th>
<th>Workload</th>
<th>Marks for Total</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MGT-31</td>
<td>Business Analytics</td>
<td></td>
<td>2 - 2</td>
<td>50 50</td>
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<tr>
<td>MGT-32</td>
<td>Corporate Governance</td>
<td>Core and Interdisciplinary</td>
<td>2 - 2</td>
<td>50 50</td>
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<tr>
<td>MGT-33</td>
<td>Strategic Management</td>
<td>Core</td>
<td>4 - 4</td>
<td>40 60 100</td>
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<tr>
<td>Elective-I</td>
<td>Two papers each from the same specialization</td>
<td></td>
<td>4 - 4</td>
<td>40 60 100</td>
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<td>Elective-II</td>
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<td>40 60 100</td>
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<td>Elective-III</td>
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<td>Elective-IV</td>
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<td>4 - 4</td>
<td>40 60 100</td>
<td>4</td>
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<tr>
<td>MGT-34</td>
<td>Summer Internship Report</td>
<td>Skill Based</td>
<td>- 4 4</td>
<td>- 100 100</td>
<td>4</td>
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<tr>
<td>MGT-35</td>
<td>Managerial Skills Development (NUES)</td>
<td>Skill Based</td>
<td>- 2 2</td>
<td>50 - 50</td>
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</tbody>
</table>

| Total       |                                    |                                       | 24 6 30 | - -            | 30      |

Following courses shall also be offered by Delhi Technological University, East Delhi Campus for other departments as open electives during the semester:
- MGT-32 Corporate Governance
- MGT-33 Strategic Management

NUES: Non University Examination System
### Fourth Semester

<table>
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<tr>
<th>Course Code</th>
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<th>Nature of Course</th>
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<th>Credits</th>
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<tbody>
<tr>
<td>MGT-41</td>
<td>Project Management</td>
<td>Interdisciplinary</td>
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<tr>
<td>MGT-42</td>
<td>Entrepreneurship Development</td>
<td>Interdisciplinary</td>
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<td>60</td>
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<tr>
<td>MGT-43</td>
<td>Business Intelligence</td>
<td>Interdisciplinary</td>
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<tr>
<td>Elective-I</td>
<td>Two papers each from the same specialization</td>
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<td>Elective-II</td>
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<td>MGT-44</td>
<td>Major Research Project</td>
<td>Skill Based</td>
<td>-</td>
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<tr>
<td>MGT-45</td>
<td>Emotional Intelligence and Managerial Effectiveness (NUES)</td>
<td>Skill Based</td>
<td>-</td>
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</tbody>
</table>

| Total       | 24 | 32 | 32 | 32 |

Following courses shall also be offered by Delhi Technological University, East Delhi Campus for other departments as open electives during the semester:
- MGT-41 Project Management
- MGT-42 Entrepreneurship Development

NUES: Non University Examination System

### List of Electives

#### Finance

**Semester: III**
- MGF-01 Investment Management
- MGF-02 Tax Planning and Management
- MGF-03 Investment Banking and Financial Services
- MGF-04 Financial Markets and Institutions
- MGF-05 International Financial Management

**Semester: IV**
- MGF-06 Corporate Mergers, Acquisitions and Restructuring
- MGF-07 Derivatives and Risk Management
- MGF-08 Financial Modeling and Analysis
- MGF-09 Management Control Systems
- MGF-10 Strategic Cost Management

#### Human Resource Management

**Semester III**
- MGH-01 Industrial Relations & Labour Legislation
- MGH-02 Compensation Management
- MGH-03 Organizational Development
- MGH-04 Strategic Human Resource Management
- MGH-05 Changing Paradigms in Leadership

**Semester IV**
- MGH-06 Cross Cultural and International Human Resource Management
- MGH-07 Performance Management
- MGH-08 Training and Development
- MGH-09 Interpersonal Processes and Counseling Skills for Managers
- MGH-10 Team Building

P-15
Marketing

Semester: III
• MGM-01 Consumer Behavior
• MGM-02 Advertising and Brand Management
• MGM-03 Rural and Social Marketing
• MGM-04 International Marketing
• MGM-05 Sales and Distribution Management
• MGM-06 Marketing Research

Semester IV
• MGM-07 Retail Management
• MGM-08 Promotion Management and Business 2 Business Marketing
• MGM-09 Marketing of Services
• MGM-10 Digital Marketing
• MGM-11 Customer Relationship Management
• MGM-12 Entrepreneurial Marketing and Sales

Knowledge Management

Semester: III
• MGK-01 Knowledge Creation, Critical Thinking and Innovation
• MGK-02 Knowledge Management and Big Data
• MGK-03 Knowledge Creation and Skill Development
• MGK-04 Business Intelligence and Knowledge Management
• MGK-05 Knowledge System Strategy and Development

Semester: IV
• MGK-06 Integrating Knowledge Management with Strategic Initiatives
• MGK-07 Advanced Knowledge Management Concepts
• MGK-08/MGI-10 E-Learning and Knowledge Management
• MGK-09 Intellectual Property and Knowledge Capital
• MGK-10/MGI-11 KM Tools and E-Businesses

IT Management

Semester: III
• MGI-01 Business Process Reengineering and Change Management
• MGI-02 Business Systems Analysis and Design
• MGI-03 Database Management System
• MGI-04 Data Warehousing and Online Analytical Process
• MGI-05 E-Business
• MGI-06 Knowledge Management and Big Data (Common to Knowledge Management Specialization)

Semester: IV
• MGI-07 E-Governance
• MGI-08 Strategic Telecommunications Management
• MGI-09 Knowledge and Innovation Management
• MGI-10 E-Learning and Knowledge Management (Common to Knowledge Management Specialization)
• MGI-11 Knowledge Management Tools and E-Businesses (Common to Knowledge Management Specialization)

Operations and Supply Chain Management

Semester: III
• MGS-01 SCM and E-Commerce
• MGS-02 Operations Analytics
• MGS-03 Logistics Planning and Strategy
• MGS-04 Total Quality Management
• MGS-05 Business Process Management and Change
• MGS-06 Computer Aided Design and Manufacturing

Semester: IV
• MGS-07 Supply Chain Strategy and Innovation
• MGS-08 Transportation and Distribution Management
• MGS-09 IT Applications in SCM
• MGS-10 Operations Research and Strategy
• MGS-11 Materials and Store Management
SEMESTER I

Management Process and Organizational Behavior

Course Code: MGT-11 Credits - 4

Objective: Upon successful completion of this course the student should be able to explain the crucial part played by individuals and groups in organization processes, such as decision making, planning and managing new technology; analyze leadership styles and determine their effectiveness in employee situations; and analyze team dynamics, and cultural diversity.

Unit I


Unit II

Organizational Structure and Process: Organizational design, six key elements of organizational design, types of organizational design, organizational structure Managerial Ethos.

Unit III

Managing activities: Planning: need for planning, types of planning, and the elements of planning; Managerial decision making- types of managerial decisions, steps in decision-making process.

Unit IV

Controlling: Problem Solving Techniques, Controlling: Process and Techniques, Budgetary and Non-Budgetary control techniques, PERT, CPM.

Unit V


Unit VI


Text Books:


Reference Books:


Suggested Readings:

Financial Accounting and Cost Accounting

Course Code: MGT-12 Credit - 4

Objective: This course aims at enabling the students understand the contents of Financial statements and its analysis. It also sensitizes the students to understand the element and nature of costs, methods and techniques.

Unit I
Introduction: Introduction to Accounting: Importance, Accounting Concepts and conventions, (GAAP), Accounting Standards (Focus on importance of Standards to give a general view on Financial Reporting Practices).

Unit II

Unit III
Asset Valuation and Inventory Valuation: Concept and Methods of inventory valuation, Concept of goodwill and methods of valuation, concept, methods and accounting for depreciation.

Unit IV

Unit V
Concepts and Elements of Cost: Material, Labour and Overheads: Direct vs. Indirect; Fixed vs Variable; Methods of costing: Unit costing, Contract Costing and Service Costing

Text Books:

Reference Books:

Marketing Management

Course Code: MGT-13 Credit - 4

Objective: The basic objective of this course is to develop an understanding of the underlying concepts, strategies and the issues involved in managing the marketing efforts of a firm.

Unit I
Introduction: Introduction to marketing function; genesis, approaches to marketing, concept of customer value, customer satisfaction and delight. Marketing mix concept, classification of goods and services; goods-service continuum. Emerging fields of marketing- green marketing, digital marketing, viral marketing, neuro marketing.

Unit II
Unit III


Unit IV


Unit V

Distribution and Promotion Decisions: Importance, functions of distribution channels-introduction to the various channels of distribution, designing marketing channels. Direct Marketing, Impact of technology & Internet on distribution. Promotional Mix - Advertising, Sales Promotion, Personal Selling, Public Relations. Impact of technology & Internet on Promotion

Unit VI


Text Books:

Reference Books:

Managerial Economics

Course Code: MGT-14 Credit - 4

Objective: The main objective of this course is to familiarize students with the fundamental theories and concepts of Managerial economics and their relevance in business decision making.

Unit I


Unit II

Production Function and Cost Function: Production functions: Law of variable proportions, Laws of return to scale, Economies and diseconomies of scale, Equilibrium of the firm; Cost function: Theory of costs, Short Run
and long run costs; Revenue Functions: Total, Average and marginal revenue, Break-even Analysis.

Unit III

Theory of Pricing: Product Markets: Perfect competition, Monopoly, Monopolistic competition, Oligopoly; Equilibrium determination and pricing under different market structures.

Unit IV

Pricing Practices and Strategies: Cost-based Pricing: Cost-Plus/Mark-up pricing, Break-even Pricing, Marginal Pricing; Value-based pricing; Competition-based pricing; Demand based Pricing; Pricing Strategies: Price Skimming, Penetration Pricing, Differential Pricing, Promotional Pricing, etc.

Unit V

National Indicators: National Income Aggregates and their measurement; Inflation: Nature and Causes; Fiscal policy: Taxes and Transfer payments, Role of Fiscal Policy; Monetary Policy: Role of Monetary Policy in India, Instruments of monetary control; Liberalization, Privatization and Globalization; FDI, Balance of Payments.

Text Books:


Reference Books:


**Decision Sciences**

**Course Code: MGT-15**  **Credits - 4**

**Objective:** To equip students with statistical methods and give an exposure to operations research techniques to support business decisions.

Unit I

Introduction: Role of statistics in management, Graphical representation of data, Measures of central tendency and dispersion.

Unit II

Probability Distributions: Introduction to probability theory, Probability distributions - continuous and discrete.

Unit III

Statistical estimation, hypothesis testing and regression analysis: Sampling distributions, Point and interval estimation, Hypothesis testing: Z-test, test of proportions, t-test, ANOVA, Chi-square test, Non-parametric tests; correlation and linear regression analysis.

Unit IV


Text Books:


Reference Books:

Legal Aspects of Management

Course Code: MGT-16 Credits - 4

Objective: This course is to develop an understanding about the legal framework by exposing the students regarding the legal structure and its principles under which a business has to operate.

Unit I


Unit II


Unit III

Companies Act 2013: Meaning and Essential Features of Company, Types of Companies, Formation of Company, Memorandum and Articles of Association, Prospectus; Company Meetings; Company Management: Directors and Independent Directors, Responsibilities, Appointment and Liabilities of Directors; One Person Company.

Unit IV


Unit V


Text Books:

Reference Books:
Business Communication

Course Code: MGT-17  Credit - 4

Objective: The objective of the course is to develop skills and competencies in students to be able to communicate effectively through the written and oral medium. Students will develop familiarity with global business etiquettes and protocol.

Unit I
Introduction: Conceptual Issues in communication, Model of Communication; Barriers and Facilitators in Communication, Aspects of Verbal and Written Communication, Principles of Effective Communication. 7 C’s of communication, role of communication in business.

Unit II

Unit III

Unit IV
Non Verbal Communication: Importance of non-verbal communication: Kinesics, Proxemics, Hepatics, Chronemics, Paralanguage, Artifacts

Text Books

Reference Books:
- Communication to Inspire: A guide to leaders by Kevin Murray, Kogan Page.

Data Analysis Lab

Course Code: MGT-18  Credits - 2

Objective: The course aims to equip the students with an understanding of the research process, tools like Excel, SPSS, etc. to facilitate managerial decision making.

Unit I
Basics of Excel: Essential shortcuts, Paste Special (Value, Transpose), Absolute & Relative referencing. Data Analytics using Excel: Sort & Filter, SUBTOTAL, SUMIFS, COUNTIFS, Pivot Table for multivariable analysis, Computations,
Sum, Max, Min, Average, Count, Generating multiple reports, VLOOKUP, HLOOKUP, IF, Nested IFs, AND, OR etc. Data Cleaning and MIS reporting: LEFT, RIGHT, MID, UPPER, PROPER, LOWER, TRIM, Find & Replace, Go To Etc. MIS reporting: Automatic row-wise Subtotal, Conditional Formatting, File Password Select Dashboard Techniques, Grouping, Hide-Unhide Columns & Rows etc.

Unit II


Text Books:

Reference Books:
Objective: Upon successful completion of this course the student should be able to explain the understanding of the human side of organization which is central to their performance and effectiveness. This course considers how people, processes and structures interrelate. It focuses to develop an appreciation of the central importance of human resource strategies for all organizations.

Unit I


Unit II

Manpower planning: Objectives, Importance & Problems of HR Planning Job analysis, Determining Human Resource Requirements; Hiring and Developing Human Resources, The process of forecasting, Definition, uses, Techniques of Job Analysis, Job Description & Job evaluation Competency mapping; Talent Management.

Unit III

Recruitment and Selection: Concept, identifying job recruitments, recruitment resources and efficacy. Selection, process and methods, Psychometric tests & its relevance, interview Technique, induction & placement

Unit IV

Training and Development: T&D concept, need, strategy, Identification of needs, designing & implementing training programmes

Management Development, Evaluation of Training & development

Unit V


Unit VI


Text Books:


Reference Books:

- Suggested Readings:
Financial Management

Course Code: MGT-22  Credits - 4

Objective: The objective of the course is to help in developing skills in arranging Finance, making Investment decisions and Managing Working capital, besides examining the contemporary issues in the context of managing corporate finance.

Unit I


Unit II

Financing Decision: Capital Structure; The concept of Operating, Financial and Combined Leverage; Designing the capital structure-Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Hypothesis with and without Corporate Taxes; Concepts and estimation of Cost of Capital.

Unit III

Investment Decision: Need for Investment Decision; Estimation of Cash Flows, Discounting Methods, Factoring Risk and Price change; Risk Analysis in Investment Decisions-Certainty Equivalent; Risk Adjusted Discount Rate; Decision Tree Approach.

Unit IV


Unit V

Dividend Decision: Retained Earnings and Dividend Decision; Gordon Model; Walter Model; MM Approach; Lintner Model; Dividend Policy Decision, ESOP and Bonus Shares.

Unit VI

Emerging Issues in Finance: An Overview Leasing & Hire-Purchase, Corporate Restructuring, LBO.

Text Books:


Reference Books:

Business Research Methods

Course Code: MGT-23 Credits – 4

Objective: This course aims to make student conversant with the techniques, tools and procedure to conduct research to facilitate decision making.

Unit I

Introduction: Introduction to business research-types of research, process of research, Formulation of the research problem, development of the research hypotheses, Types of Hypotheses.

Unit II

Research Design: Definition, functions, exploratory, descriptive, experimental; Experimental research designs-pre-experimental, quasi-experimental, true experimental, statistical; Validity of research instruments-face and content, construct validity; Reliability of research instruments internal consistency procedures; Methods of data collection-primary and secondary sources; Attitudinal scales-Likert, Thurstone, Guttman scales; Questionnaire designing.

Unit III

Sampling and Data Analysis: Concept, designs; Types of sampling designs- probability, non-probability, mixed sampling designs; sampling frame; Sample size determination; Data processing- editing, coding and tabulating; Data analysis-univariate, bivariate, multivariate; Hypothesis testing- concept, types of errors, steps in hypothesis testing.

Unit IV

Analytical Techniques: Advanced data analysis: factor analysis, simple and multiple regression, discriminant analysis and Conjoint Analysis.

Text Books:

Reference Books:

Business Environment

Course Code: MGT-24 Credits - 4

Objective: to acquaint the students with concepts of business environment; political, legal, economic, social, cultural and technological and their influence on business decision making.

Unit I


Unit II

Unit III


Unit IV


Unit V

Business Environment in Global Context: Globalization and its impact; International Institutions/Organizations: GATT, WTO, IMF; Multinationals and their Economic Impact; Flow of foreign capital; FDI, FII, FEMA, etc.

Text Books:

Reference Books:

Knowledge and Intellectual Capital Management

Course Code: MGT-25 Credits - 4

Objective: This course is to prepare students to manage knowledge and understand the different views of knowledge. It will educate them to examine the contemporary practices, tools of knowledge management (KM) in the context of an organization. It will help the students to examine the ways to utilize explicit knowledge, tacit knowledge and intellectual capital for the competitive advantage keeping ethical, managerial and legal issues.

Unit I

Fundamentals of KM: Data, Information and Knowledge; Knowledge Management, Evolution of KM; Knowledge Management’s Value Proposition, Life cycles for Knowledge Management Systems, Knowledge Engineering, Knowledge Acquisition, Knowledge Economy, Knowledge Assets, Users Vs Knowledge Workers, Aligning KM and Business Strategy, Cases in the area of KM.

Unit II


Unit III

Strategic Knowledge Management and KM Tools: Organizational Perspectives on Knowledge Management, Generating a KM-specific vision, Integrating organizational and
business goals with KM, Choosing the right KM techniques, Knowledge Management Strategies: Codification and Personalization, Document Registry, Expert Directory, Communities of Practice, After Action Review, Knowledge Audit, Knowledge/Peer Assist, Knowledge Mapping, Knowledge Management System Life Cycle (KMSLC), Challenges and Barriers to Knowledge Management Systems.

Unit IV


**Text Books:**

**Reference Books:**

**Operations and Supply Chain Management**

**Course Code:** MGT-26  **Credits - 4**

**Objective:** To develop an understanding of the strategic importance of Operations & SCM and how it can provide a competitive advantage in the market place. To understand the relationship between Operations and SCM and other business functions, such as Marketing, Finance, Accounting and Human Resource.

**Unit I**

**Introduction:** Introduction to Production Management- role, scope and interface with marketing, finance, strategy; Introduction to Supply Chain Management, Types of production systems, Concepts of productivity. Demand forecasting, Time Series, Regression Analysis and Qualitative techniques, Concept of Strategic fit, Classification of SCs

**Unit II**

**Design and Selection:** Product Design and Process Selection, Service Design, Outsourcing, Value Engineering, QFD, Concurrent Engineering, Facility Planning- location, layout

**Unit III**

**Inventory Management:** Inventory management in Deterministic and uncertain environment, Classification of Inventory, Material Requirements Planning (MRP),

**Unit IV**

**Supply Management:** Vendor selection, rating, Supply management, Inbound logistics, Warehouse management, JIT, Distribution requirements planning (DRP).

**Unit V**

**Quality:** Total Quality Management (TQM), Six-sigma, ISO 9000, MIS, Distribution management, Outbound logistics, Channels of distribution.
Unit VI

**Supply Chain:** Flexibility and Agility in SC, Mass Customization, Supply Chain restructuring, Smart Pricing, IT in SCM, Performance measurement of Supply Chains.

**Text Books:**

**Reference Books:**

Management Accounting

**Course Code:** MGT-27 **Credits - 2**

**Objective:** To impart skills in using cost concepts for strategic, tactical and managerial decisions so as to facilitate managerial decision making.

Unit I

Introduction to Management Accounting: Concepts, uses and changing scenario, Foundations of Management Accounting, Role of Management Accountant – controllership function.

Unit II

Cost analysis – Variable vs Absorption Costing, Marginal Costing and its application in Decision-Making, Cost-Volume-Profit Analysis - Break-Even Analysis, Profit Volume graph, multi product BEP.

Unit III

Approaches to Cost Management: Activity based approaches to management, Analysis of common costs in manufacturing and service industry, Life cycle costing, Back flush costing, Quality Costing.

Unit IV


Unit V

Alternative choice decisions: Cost concepts for decision making – Sunk cost, Relevant vs Irrelevant cost, non-cost factors in decision making, Make or Buy, shut down decision

**Text Books:**

**Reference Books:**
**Information Technology and Innovation Management**

**Course Code: MGT-28**    **Credits - 2**

**Objective:** This course is designed to help students to understand the importance of information technology & innovation in the business arena.

**Unit I**

**Introduction:** Data Organization issues, Exposure to Database Management System and SQL, Fundamentals of Data Warehouse and Data Mining for Decision Support.

**Unit II**

**E-Services:** Business Process Re-engineering and IT, Overview of Digital India Programme, E-Commerce, E-Governance: Issues and Challenges.

**Unit III**

**Innovations Management:** difference between Invention & Innovation; Creativity, Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management.

**Unit IV**

**Creative and Lateral Thinking Management:** Thinking, Creative Thinking and Lateral Thinking.

**Text Books:**

**Reference Books:**

**NCC/NSS/Sports/Dramatics/Yoga**

**Course Code: MGT-29**    **Credits - 2**

The students are required to opt for any one of the open elective from this category. The evaluation shall be done jointly by the in charge of particular skill based activity and faculty coordinator nominated by the department for this purpose. The continuous evaluation shall be based on the contribution and involvement made by the student in particular category for which the faculty advisor shall make objective criteria in consultation with the activity in charge. The faculty advisor shall submit the criteria in the beginning of the semester to the department and announce to the students.
SEMESTER III

Business Analytics

Course Code: MGT-31 Credits - 2

Objective: To expose students to techniques of data analytics for decision support

Unit I

Introduction: Introduction to Analytics and data mining, Organization/sources of data, Data quality issues, dealing with incomplete or missing data, data classification.

Unit II

Analytics: Data Analytics, Descriptive analytics, Prescriptive analytics and Predictive analytics for decision support.

Text Books:

Corporate Governance

Course Code: MGT-32 Credits - 2

Objective: This course is designed to develop student’s understanding of corporate governance and the role of new age leaders in creating socially responsible organisations. The course will help them to study and examine the conceptual, contextual and ethical issues in organizational decision making. It will equip them to understand the subsistence marketplaces and identify opportunities at the Bottom of the Pyramid.

Unit I

Introduction to Ethics and Corporate Social Responsibility: Business Ethics; Framing and Evaluating Business Ethics, Decision making with Business Ethics, Corporate Social responsibility (CSR), Historical Perspective and emerging theories of CSR, CSR – A New Paradigm, Phases and Generations of CSR, Theories of CSR and Need of CSR, Pyramid of CSR, Corporate Responsibilities and Ethics, Companies Act 2013 and CSR, Comprehensive Case Studies.

Unit II

Corporate Governance and Business Challenges: Theoretical Roots of Governance, Concept of Corporate Governance, Shareholders vs. Stakeholder’s approach, Regulatory Framework under various legislations, Global Corporate Governance, Governance and Corporate Fraud, Contemporary Board Structure/Practice, Corporate Governance and the Financial Crisis, Archie Carroll Model.

Unit III


Unit IV

Subsistence Marketplaces and Opportunities at the Bottom of the Pyramid: Introduction to Subsistence Marketplaces, Impact Investing, Bottom-Up Immersion, Characteristics of Subsistence Marketplaces, Patterns of interactions between buyers and sellers, Understanding
needs and wants of people at Subsistence level, Generating ideas for Subsistence marketplaces. Challenges of Sustainable Development, Emerging trends in Subsistence Marketplaces.

Text Books:

Reference Books:

<table>
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<th>Strategic Management</th>
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<tr>
<td>Course Code: MGT-33</td>
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Objective: This course aims to equip students with the core concepts, frameworks, and tools for planning and controlling strategy at the organization and sub-unit levels, as well as experience in case analysis and practical application of planning and control skills. Topics include evaluating the strategic environment, industry and competitive analysis, formulating mission and setting objectives, strategy selection and implementation, and strategic control.

Unit I

Nature of Strategic Management: Concept of Strategy; Mintzberg’s 5Ps of Strategy; Strategic Decision Making. Strategic Management Process; Strategists and their roles. Competitive advantage, internal context, organization design.

Unit II


Unit III

Strategic Formulation: Porter’s Generic Strategies, Grand Strategies. Strategic Alliances, external context, the spectrum of competition and Niche market. Value chain analysis- Competition in concentrated market, entry and the advantage of incumbency, creating and capturing value in the chain.

Unit IV


Unit V


Unit VI


Text Books:

Reference Books:

Suggested Readings:

Managerial Skills Development
Course Code: MGT-35 Credits - 2
Objective: This subject primarily focuses on the managerial skill development and aims at developing the competencies among the students to face the challenges of the corporate world.

The focus would be on
• Psychometric testing of the students and identifying their areas of improvements.
• Sectoral Analysis
• Book reviews
• Business News Analysis
• Management of Stress and Management of Time
• Discussions and debates on the contemporary topics
• Seminar and workshop to hone skills of the students in different domains
• Enhancing conceptual skills by case analysis and situation analysis

The evaluation shall be based on objective criteria as declared by the concerned faculty and would be announced in the beginning of the semester.

Summer Internship
Course Code: MGT-34 Credits - 4
The students are required to undertake a Summer Internship Project (SIP) for 6-8 weeks duration at the end of second semester. The students may take SIP preferably in his/her intended area of specialization to be opted in next semester or any other functional area. Ideally the assigned research project during internship must reflect a cross – functional orientation. It is mandatory for the students to give prior information to the department about the organization before commencement of the internship. The internship can be carried out in corporate entity, NGO, MSME, Govt. Dept. or Co-operative sector.

The department may faculty guide to supervise and assist the students during the internship and project report preparation. Two hard copies and one soft copy of the project reports are required to be submitted to the as per the dates declared by the department. The report should clearly focus on the learning outcomes and reflect the nature and quantum of the research project carried out. The evaluation of the report shall be done at the end of the third semester by a panel of external and internal examiner.

The broad guidelines for the evaluation of the projects may be based upon:
• Nature of the work done in the semester internship
• Research methodology and data analysis
• Outcome of the project
• Utility of the project to the organization and society
Semester III:
List of Electives

<table>
<thead>
<tr>
<th>Investment Management</th>
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<td>Course Code: MGF-01 Credits - 4</td>
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Objective: The objectives of this course are: to provide a theoretical and practical background in the field of investments, enable to design and manage the bond as well as equity portfolios in the real world. It will also help in understanding valuing equity and debt instruments. Student will also learn to manage the mutual funds and be able to measure the portfolio performances.

Unit I

Unit II

Unit III
Security analysis: Fundamental analysis; Concept and measurement of intrinsic value, Company- Economy-Industry Analysis, Technical analysis – Charting the price behavior, identification of indicators and oscillators, outliers, Share price and trading volume; trend analysis, sentiment indicators.

Unit IV
Analysis and valuation of bonds: Types of bonds, Term structure of interest rate, Bond yields, pricing theorems, default risk analysis, determination of yield curves, YTM – Concept of Duration and immunization strategies, Valuation of preference and equity shares.

Unit V
Portfolio Management: Portfolio design: Asset allocation decision, risky & risk free assets-Utility analysis, Traditional and Modern Portfolio theory, Markowitz diversification model, selecting an optimal portfolio – concept and evaluation techniques, Portfolio performance evaluation and revision: Sharpe & Treynor Jensen’s measure & Tobin’s Q, Active and passive strategies, International Diversification.

Unit VI

Text Books:

Reference Books:
Tax Planning and Management

Course Code: MGF-02 Credits – 4

Objective: The objective of this course is to familiarize the student with major latest provisions of the Indian tax laws and related judicial pronouncements pertaining to corporate enterprises having implications for various aspects of Corporate planning with a view to derive maximum possible tax benefits admissible under the law. To update the participants on current topics/debatable issues involving direct and indirect taxes.

Unit I

Introduction: Definitions: Income, assesses, person, Assessment and Previous year, Residential status, Heads of Income, Computation of Taxable Income under different Heads/Sources.

Unit II

Taxation of Companies: Special Provisions in Computation of Profits from Business, Deductions from Gross Total Income, Amalgamations of Companies and fiscal Incentives, Minimum Alternate Tax on Companies, Special Provisions relating to Tax on Distributed Profits of Domestic Companies.

Unit III

Tax Planning: Concepts relating to Tax Avoidance and Tax Evasion, Tax Planning with reference to: Location of Undertaking, Type of Activity, Ownership Pattern, Dividend Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning relating to: Amalgamations and Mergers of Companies, Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports, Capital Budgeting Decisions, Managerial Remuneration, Foreign Collaboration and Joint Ventures.

Unit IV


Unit V

Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities. Code and common laws and their implications to International Business.

Text Books:

Reference Books:

Investment Banking and Financial Services

Course Code: MGF-03 Credits – 4

Objective: This course delves into the structure, management and practices of investment banking (IB) from larger more universal players to boutique operations. It covers the creation of value through financial advisory services, looks into the business practices of private equity, hedge funds, and trading operations; and the role of each in facilitating investment, the deployment of capital and the changing face of risk-taking activities.
Unit I

Essentials of the Equity/Stock Market: The new issue market/Initial Public Offerings (IPOs)
- Publicly Traded Markets: Factors affecting the secondary trading market, stock exchanges, market indices, liquidity and volatility issues
- Corporate effects on stock pricing, price/earnings ratios, book value, valuation based on expectations vs historical reporting
- External and international economic effects on stock market values, liquidity and volatility
- Fundamentals of stock market technical analysis
- Private Equity/Venture Capital and Direct Investment.

Unit II

Essentials of the Fixed Income/Bond Market:
- Differences between stocks/equity and bonds/credit markets
- Fundamentals and mathematics of the credit, fixed income/bond market
- Corporate credit and economic impacts on bond markets, interest rates, yields and credit pricing spreads
- Investment Grade vs Non Investment Grade (High Yield/Junk Bonds)
- Fundamentals of the workings of the credit markets
- Convertible Bonds and Asset Backed Securities
- Trading, Positioning, Underwriting and Distribution
- Rating Agencies.

Unit III


Unit IV

Financial Services: Leasing, Hire-purchase, Consumer finance, Housing Finance, Loan Syndication, Credit Rating

Unit V

Legal/Regulatory Compliance: Risk Management and Back Office - Ethics, insider trading, corporate governance, fiduciary responsibilities
- Compliance and Regulatory Environment
- Credit, Market, Operations/Processing Risk Management
- Documentation, Transaction Processing, Financial Control and Reporting.

Text Books:

Reference Books:

Financial Markets and Institutions

Course Code: MGF-04 Credits - 4

Objective: The purpose of the course is to provide a sound information and knowledge of broad framework of Financial System and its constituents. The course will provide the students an understanding of the inter linkages and regulatory frame work within which the system operates in India.

Unit I

Global Currency Markets, Financial Sector Reforms.

Unit II

Unit III
Intermediaries and their role (Banking and Non Banking): Banking Institutions: Growth and Structure; Central Bank, Private Banks, Public Sector Banks, Provident funds and pension funds, Mutual Funds, Insurance Companies, Asset Reconstruction Companies, Micro/ Macro finance institutions and their role.

Unit IV

Unit V
Depositories and Custodial Services: Constituents of Depository system; Functions of Depository; Dematerialization and Rematerialization process, Depositories in India.

Unit VI

Text Books:

Reference Books:

International Financial Management
Course Code: MGF-05 Credits – 4
Objective: The objectives are to introduce the environment of international finance and its implications on international business, to analyze the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting, to define and measure foreign exchange risks and to identify risk management strategies.

Unit I

Unit II
Unit III


Unit IV


Unit V


Text Books:

Reference Books:

**Industrial Relations & Labour Legislation**

Course Code: MGH-01 Credits - 4

Objective: Industrial Relations play an important role in organizations. Organizational efficiency and performance are intricately interlinked with industrial relations. This course will expose students to the conceptual and practical aspects of industrial relations at the macro and micro levels.

Unit I


Unit II

**Trade Union:** Introduction – Definition and objective – growth of Trade Union in India-trade Unions Act, 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction, Objective Membership, Financial Status.

Unit III

**Quality of Work Life:** Workers’ Participation in Management – Worker’s Participation in India,
shop floor, Plant Level, Board Level – Workers’ Welfare in India scenario- Collective bargaining concepts & Characteristics – Promoting peace.

Unit IV


Unit V


**Text books:**

**Reference Books:**

**Suggested Readings:**

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**Compensation Management**

**Course Code:** MGH-02 **Credits - 4**

**Objective:** The objective of the course is to develop, amongst students, an understanding on various issues, approaches and practices of compensation management and ability to design, analyze and restructure reward management policies, systems and practices.

Unit I

**Introduction:** Compensation: meaning, objectives, nature of compensation. Nature & Significance of wage, salary administration, essentials-Minimum wage – Fair wage, Real wage, Issues and Constraints in Wage Determination in India.

Unit II

**Compensation system design issues:** Compensation Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

Unit III

**Managing Compensation:** Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy.
Unit IV
Variable Pay and Executive Compensation:
Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, EVA. Executive compensation, elements of executive compensation and its management, International compensation Management.

Unit V
Managing Employee Benefits: Benefits-meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration, employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services- designing a benefits package.

Text books:

Reference Books:

Suggested Readings:


Organizational Development
Course Code: MGH-03 Credits - 4
Objective: For the organization to survive and remain effective with the changing environment, it must develop effective strategies for renewal. The course aims at acquainting the students with theory and practice of planned change, organizational renewal and development.

Unit I

Unit II

Unit III
Organizational Development Interventions: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; System 4 Management; Role Playing, Employee Empowerment, Performance Management Systems, Employee Wellness Interventions, Career Planning, MBO.
Unit IV

Text books:

Reference Books:

Suggested Readings:

Strategic Human Resource Management

Course Code: MGH-04 Credits - 4
Objective: The objective of the course is to develop the perspective of strategic human resource management. Course would enable students to distinguish between strategic approach to human resources and the traditional functional approach and understanding the relationship of HR strategy with overall corporate strategy.

Unit I
Understanding Strategic HRM: Traditional Vs strategic HR, Typology of HR activities, ‘Best fit’ approach Vs ‘Best practice’ approach, HR strategy and the role of national context, sectoral context and organizational context on HR strategy and practices, Investment perspective of human resources. HR Strategy Formulation HR Strategy in Multinational, Global and Transnational companies, Corporate Ethics, Values and SHRM

Unit II
Aligning HR Systems with business strategy
Sustained competitive advantage – how HR adds value to the firm HR as scarce resource inimitable resource non-substitutable resource, HRM leading strategy formulation, Alternative HR systems universalistic contingency configurational, Congruence and Integrated HR systems, Designing congruent HR systems.

Unit III
HR Strategy in workforce utilization: Efficient utilization of Human resource cross training and flexible work assignment work teams non-unionization, Strategies for employee shortages, Strategies for employee surpluses.

Unit IV
HR strategy for training and development: Benefits, Strategic HR Planning Acquisition and Development planning and strategizing training, integrated learning with performance management system and compensation.

Unit V
High Performance Work Practices: Individual high performance practices, limitations of individual HPWP, Systems of HPWP skill system motivating system, Individual practices
Vs systems of practices, Universal practices Vs contingency perspectives.

Unit VI
Strategic HRM in emerging HR issues: HR Strategy in workforce diversity virtual teams flexitime and telecommuting HR outsourcing contingent and temporary workers Global sourcing of labor, Expatriation and repatriation management in global HRM, Gender discrimination and Glass ceiling effect, Employee engagement strategies, Talent management and retention. Global Environment of HR: Change & Diversity

Text Books:

Reference Books:

Suggested Readings:

Changing Paradigms in Leadership

Course Code: MGH-05 Credits - 4

Objective: The course aims to develop an orientation for implementing complex and long-range decisions through effective leadership, power and influence. The objective of this course is to help students develop their skills in effective use of different forms of influence in the decision-making process, preparing them for leadership positions. The syllabus is intended to facilitate an understanding of the structure and dynamics of negotiation and the appropriate application of persuasion strategies and influence at work and other settings.

Unit I
Introduction: Understanding dynamics of Power, Influence and Organizational Politics. Intrapersonal, Interpersonal, Intergroup and Institutional power

Unit II
Power and Its Distribution: Bases of Power and Development of Multiple Sources of Power. Impact of ideological factors, structural issues, dependency and scarcity on distribution of power. Learnings from Chanakya, Kautilya.

Unit III
Spiritual Leadership: Integrate scriptures and theological tradition with diverse contemporary cultural contexts, Spiritual Leaders: lessons from Swami Vivekananda’s Teachings.

Unit IV
Power and Social Influences: Leaders and use of power. Misuse and loss of power. Introduction: Social Influence processes- Persuasion and Negotiation; principles of influence; influence tactics
Unit V
Servant Leadership: Listening, Empathy, Awareness, Stewardship, Conceptualization, Foresight.

Unit VI
Disruptive Leadership: The scale of the challenges and the accelerating speed of innovation, innovation leadership—a new way of fostering counterintuitive ideas, forcing improbable insights. Opening minds to uncomfortable solutions. Disruptive Leadership fostering a culture of game-changing innovation, framework and motivation to generate ideas and execute solutions.

Text Books:

Reference Books:

Suggested Readings:

Consumer Behaviour

Course Code: MGM-01 Credit - 4

Objective: The course analyzes the behavioral dimension of the marketing. The course enables to understand how cultural, social, psychological and personal factors influence the consumer decision making in order to develop suitable marketing interventions.
Unit V

Self concept: Self Concept, Situational influences and lifestyle-overview, Consumer decision making process.

Unit VI


Text Books:

Reference Books:

Advertising and Brand Management

Course Code: MGM-02 Credits - 4

Objective: The basic objective of this course is to provide an overview of the range of tools available to advertise a brand and to develop effective communication and promotional campaign with basic understanding of the brand management concepts.

Unit I

Introduction to Advertisement: Concept and definition of advertisement – Social, Economic and Legal Implications of Advertisement, Advertisement planning and strategy, Setting advertisement objective – DAGMAR and other models, Advertisement budgets

Unit II

Advertisement Media: Media plan – type and choice criteria – reach and frequency of advertisements- cost of advertisements related to sales – media strategy and scheduling.

Unit III


Unit IV

Brand-concept: Nature and Importance of Brand; Brand vs. Generics, Brand Life Cycle, Brand Name and Brand Management.

Unit V

Brand Identity: Conceiving, Planning and Executing (Aaker Model), Brand Loyalty, Measures of Loyalty; Brand Equity: Concepts and Measures of Brand Equity-Cost, Price and Consumer Based Methods; Sustaining Brand Equity; Brand Personality.

Unit VI

Brand Positioning: Concepts and Definitions, Repositioning, Celebrity Endorsement, Brand Extension; Differential Advantage: Strategies for Competitive Advantage, Brand Pyramid; Branding in different sectors; Role of e-communities in Brand Management.

Text Books:

Reference Books:

Rural and Social Marketing

Course Code: MGM-03 Credits - 4

Objective: This paper aims to make students familiar with the uniqueness and differences of rural and social marketing to develop suitable strategic framework for expansion and consolidation in these markets.

Unit I
Rural Marketing Introduction: Definition; Myths and Reality of Rural Markets; Characteristics of Rural People; Rural market Environment; Rural Infrastructure; Problems of Rural Marketing as regards Product Positioning; Distributions; Language; Media; Transport etc. Challenges for Rural Marketing

Unit II
Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distribution Strategies.

Unit III
Rural Marketing Research: Role of IT in Rural Marketing (e-Chaupals etc.) with few case studies; Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India.

Unit IV
Foundation of Social Marketing: Definition; Nature and Scope; Social Marketing Challenges; Conceptual Framework of Social Marketing; Need for Social Marketing.

Unit V
Social Marketing Strategies and Applications: Social Markets Segmentation; Product Strategies; Marketing Mix; Pricing Strategies.

Unit VI
Promoter Strategies: Role of Govt. and NGO’s in Social Marketing; Social Marketing; Applied in Family Planning; Medicare; Small Savings; AIDS Prevention, Swacch Bharat Abhiyan, Ujjwala Yojna, Beti Padhao-Beti Bachao.

Text Books:

Reference Books:
International Marketing

Course Code: MGM-04 Credits - 4

Objective: This course aims to develop an insight in cross cultural marketing issues across borders and an understanding of marketing implications in design and implementation of successful international marketing programs.

Unit I


Unit II


Unit III


Unit IV

Managing International Distribution and Promotion: Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics.

Unit V

Promotion & Advertising: International Promotion Mix – Advertising and other Modes of Communication.

Unit VI

Emerging Trends in International Marketing: Regionalism v/s Multilateralism; Trade Blocks; Marketing Research for Identifying Opportunities in International Markets.

Text Books:


Reference Books:


Sales and Distribution Management

Course Code: MGM-05 Credits - 4

Objective: This course is designed to impart the necessary knowledge and skills necessary to manage the downstream part of the value chain of an organization i.e. the sales and distribution.

Unit I

Introduction to Sales Management: Marketing vs selling, importance and scope of selling, selling theories, sales function and multi – sales-channel, Personal Selling Process, Sales organization structure, sales forecasting, ethical issues in selling.

Unit II

Territory Design and Sales Quota: Approaches and techniques to design sales territories, Sales quota; procedure, types and methods, sales contests, analysis and controlling of sales personnel, sales analysis, cost and profitability.
Unit III
Distribution Channel Functions and Institutions: Value creation by intermediaries, channel structure in FMCG, Industrial Goods and Services in India, Online Vs Offline, selection, channel power and channel conflict, operational issues in channel management, motivation and evaluation of channel members.

Unit IV
Physical Distribution System: Objective and scope; An overview of Logistics Management; Transportation and Warehousing Decisions, application of new age technology in logistics and transportation, developing competitive advantages through physical distribution.

Text Books:

Reference Books:

Marketing Research

Course Code: MGM-06   Credits - 4

Objective: The basic objective of this course is to develop theoretical and practical understanding of marketing research concepts, tools and techniques in marketing decision making.

Unit I
Foundations of Marketing Research: Meaning, objectives, motivation and utility of marketing research. Characteristics of scientific methods. Marketing research process. Defining a research problem and developing a research approach; the need of different types of research; types of marketing problems. Writing a research proposal.

Unit II
Research Design: Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept and uses, cross sectional and longitudinal studies. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, extraneous variable, Treatment, Control group.

Unit III

Unit IV
Data Collection: Sources of data; use and appraisal of existing information, primary and secondary data; Information from respondents, sampling design and questionnaire design, interviewing, various methods of survey/ data collection, email/ internet survey.

Unit V
Data Analysis: Hands on session on tools like SPSS for data analysis techniques like factor analysis, correlation and regression, discriminant analysis for analyzing qualitative as well as quantitative data.
Unit VI

Report preparation and Presentation:
Research reports; types, layout and structure of research reports, precautions in writing research reports, referencing styles. Ethical issues in marketing research.

Unit VII

Major Marketing Mix Research: Customer attitude and satisfaction research, concept testing, brand equity research, shop and retail audit, mystery shopping, readership survey and viewership survey and copy testing.

Text Books:

Reference Books:

Business Process Reengineering and Change Management

Course code: MGI-01 Credits - 4

Objective: This course introduces the students to the issues and opportunities provided by Business Process Reengineering. The course stresses how change management helps to ease the process of BPR.

Unit I

Introduction to Business Process Reengineering: Concept of Business Process Reengineering, Definition, Nature, Significance and rationale of Business Process Reengineering, Reengineering scenario in Indian Organization in comparison to global level, Problems issues, scope and trends in BPR.

Unit II


Unit III


Unit IV

Change Management: People view, empowering people, reengineering management. Issues of purpose, culture, process and performance, Change and Management of BPR, Process of Change, Stages in Change, Different change agents in an organization.

Text Books:
Reference Books:

Text Books:

Reference Books:

Business Systems Analysis and Design

Course Code: MGI-02 Credits - 4
Objective: To equip students with techniques for undertaking requirement analysis and designing IT based systems.

Unit I
Introduction: Business and technology drivers of information systems, Information systems building blocks, stakeholders’ perspectives, Issues related to planning, implementation and maintenance of IT based Systems.

Unit II
Requirement Analysis: Systems development life cycle, Software development process models, software requirement specification, Fact finding techniques for requirement analysis.

Unit III
Requirement Modelling: Modelling system requirements with Use Cases, Sequence diagrams, Data modelling, Process modelling, Object oriented analysis.

Unit IV
Systems Design: Design of input, process and output sub-systems including user interface design, database design and object oriented design, software application architecture.

Database Management System

Course Code: MGI-03 Credits - 4
Objective: To equip students with techniques of maintaining organizational data in structured form for easy retrieval and decision making.

Unit I

Unit II
Logical Data Modelling: Entity-Relationship Data Model, Normalization and its significance and different levels of normalization.

Unit III
Relational Database Design: Physical Database Design, Integrity Constraints, database security and disaster recovery strategies.

Unit IV
Querying RDBMS: Structured Query Language (Data Definition, Data Manipulation, Data Control), Aggregate Functions, Nested Sub Queries, Views.
Unit V

NOSQL Database Features of NoSQL, Data types, Benefits of NoSQL.

Text Books:

Reference Books:

Unit IV

Analyzing the contents of a data warehouse: Online analytical processing (OLAP), OLAP operations: Roll-up, Drill-down, drill-across, drill-through, Slice and dice, Pivot, Concept of data mining, using data warehouse for business intelligence.

Unit V

Data Warehouse and Analytics: “Data Analytics”, Descriptive analytics, Prescriptive analytics and Predictive analytics.

Text Books:

Data Warehousing and Online Analytical Processing

Course Code: MGI-04 Credits - 4

Objective: To expose students to various stages of building a data warehouse and different retrieval operations for effective decision making.

Unit I

Concept of Data Warehouse: Differences between operational database systems and data warehouse, Uses of Data warehouse, Justifying a Data warehouse, Contents of Data warehouse.

Unit II

Data Warehouse Modelling: Data Cube: A Multidimensional data model, Schemas: Stars, Snowflakes and fact constellations, Data warehouse design process, Data Mart.

Unit III

Populating a Data Warehouse: ETL: Data extraction, Transformation, Cleansing, Loading, Data Warehouse Information flows.

E-Business

Course code: MGI-05 Credits - 4

Objective: The course aims to enlighten students with various components of e-business, technological and non-technical challenges, strategies of e-business, security and payment systems, and issues related to launching of e-business.

Unit I


Unit II

Unit III


Unit IV

Launching Your E business: Marketing an E-Business, Models of Internet advertising, Search Engines and Directories, CRM in E-commerce, Building a Corporate Website: Practical issues on servers and Application Software, Corporate Web Site Management issues, Mobile Commerce, E-commerce ethical and legal issues and Cyber laws, E-commerce and WTO.

Text Books:


Reference Books:


Knowledge Creation, Critical Thinking and Innovation

Course Code: MGK-01 Credits - 4

Objective: The course is to recognize that knowledge is the most important resource and it holds the key to generating continuous innovation. The students after studying this course will be able to manage and understand the relationship amongst Knowledge Creation, Critical Thinking and Innovation.

Unit I

Introduction to Knowledge and Knowledge Management: Types of Knowledge and Implication for Knowledge Management, Knowledge Creation, Models of Knowledge Creation, Nonaka’s Model of Knowledge Creation and Transformation.

Unit II


Unit III


Unit IV

Barriers and Enablers: Barriers and Enablers to Knowledge Creation, Knowledge Transfer and Sharing, Innovation Vs Creativity, Managing for Innovation, Innovation and Knowledge Management, Typology of Design Driven Innovation.
Text Books:

Reference Books:

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<th>Knowledge Management and Big Data</th>
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**Course code: MGK-02 Credits - 4**

**Objective:** This course introduces the students to issues and opportunities in the area of Big Data and Knowledge Management. The course stresses the use of Big Data in business growth with special emphasis on Knowledge Management.

**Unit I**


**Unit II**


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<th>Knowledge Creation and Skill Development</th>
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**Course code: MGK-03 Credits - 4**

**Objective:** This course aims at presenting the latest management ideas in knowledge creation and management. Each unit is a practical guide to managers who want to learn what can be
ways of knowledge creation in an organization. All chapters are based on careful research. The emphasis is on the practical applications of knowledge to a wide variety of organizations and functional areas.

Unit I

Knowledge Creation: Introduction to Knowledge Creation, Policy Perspectives on knowledge, Different forms of collective learning, Attributes of effective learning Communities, A framework for Knowledge creation.

Unit II

Organizational Learning and process of Knowledge Creation: The cycle of knowledge creation, Enabling conditions of Knowledge creation, Developing the power of Knowledge, Levels of Organizational Learning, The evolution of ‘Practice Fields’, Organizational Learning Dimensions.

Unit III

Knowledge Creation and Skill Development: Introduction to Skill Development, Skill Development I, information systems, Knowledge creation and skill development II: social media, Knowledge creation and skill development III: distribution, Forecasting and backcasting.

Unit IV

Linking KM and Skill Development: KM and Skill Development tools, Diagnostic Technologies and their value, data management, information technology and organizational productivity in relation to development of new skills at the workplace, Web centric knowledge skill development, Applications of Knowledge management.

Text Books:


Reference Books:


Business Intelligence and Knowledge Management

Course code: MGK-04 Credits - 4

Objective: This module will examine the concept, principles and practice of knowledge management and business intelligence. It discusses the ways in which information systems can be used to generate and exploit organizational knowledge to support management decision making. It will equip you with analytical skills relevant to an organizational context and how to effectively present the results of your analyses in a report.

Unit I

Introduction to Business Intelligence: Framework, Business Intelligence Architecture and Components, BI creation and use of BI governance and intelligence, Main theories and characteristics of Business Intelligence, Moving Forward to Competitive Intelligence, Implementing Business Intelligence.

Unit II

Decision support systems: Types and components, expert systems, machine learning and n management support modeling, Knowledge Representation and Reasoning, Knowledge acquisition, Verification and Validation, Uncertainty Modeling, Business Rules and management.

Unit III

Knowledge Discovery and Analytics: Introduction to Data Mining, KDD Process, Tasks and techniques: Clustering, Decision trees, Association rules, ANN, SVM, Toolset: Rapid
Miner or Weka, Web Mining, Social Network Mining, Text mining, Process mining.

Unit IV

Data Warehousing Definitions and Concepts:
The Data Warehousing Process, Architectures of Data Warehousing, Data integration and ETL processes - Extraction, Transformation and Loading, Development of Data Warehouses., The Future of Business Intelligence

Text Books:

Reference Books:

Knowledge System Strategy and Development

Course code: MGK-05 Credits - 4

Objective: The focus of this course is to understand how Knowledge Management is a key for the competitive edge over the competitors. The course prepares the students to leverage Knowledge Management as a Strategic Resource for the organization.

Unit I

Introduction to KM Strategies: Need for Knowledge Management Strategies, Developing Organizational KM Strategies, Prioritizing Knowledge Strategies, Knowledge as a Strategic Asset, Elements of Knowledge Strategy.

Unit II

Strategy for Knowledge Management:

Unit III


Unit IV


Text Books:

Reference Books:
Supply Chain Management and E-Commerce

Course Code: MGS-01  Credits - 4

Objective: To develop an understanding of the Supply Chain Management and E-Commerce and how it can provide a competitive advantage in the marketplace. To develop knowledge of the issues related to designing and managing SCM and the techniques to do so.

Unit I

Supply Chain IT Framework: Supplier Relationship Management, Internal Supply Chain Management, Customer Relationship Management, Transaction Management Foundation

Unit II


Unit III


Unit IV

E - Supply Chain Opportunities: E business & SCM – Upstream Perspective, B-2-B Perspective, E supply chain opportunities - e procurement, e fulfillment, auctions & reverse auctions, collaborative demand planning, intranets, extranets & VPN, Benefits to SMEs & MSMEs

Unit V


Text Books:

Reference Books:

Operations Analytics

Course Code: MGS-02  Credits - 4

Objective: To develop an understanding of the analytics within an organization. To make students understand how to use operations research techniques.

Unit I

Introduction: Introduction to Operations Research (OR), linear programming (LP), formulating decision problems using linear programming, interpreting the results and sensitivity analysis.

Unit II

Linear Programming: Multi-period LP models. Applications of linear programming in product mix, blending, cutting stock, transportation, transshipment, assignment, scheduling, planning and revenue management problems. Network models and project planning.
Unit III

**Integer Programming:** Integer Programming (IP) problems, mixed-integer and zero-one programming. Applications of IP in capital budgeting, location decisions.

Unit IV

**Multi-criteria decision making (MCDM) techniques:** Goal Programming (GP) and analytic hierarchy process (AHP). Non-linear programming, portfolio theory.

Text Books:


Reference Books:

3. Evans, J.R. (2016), Business Analytics, Pearson Education.

### Logistics Planning and Strategy

**Course Code:** MGS-03 **Credits – 4**

**Objective:** To make students understand how Logistics impacts all areas of the firm. To provide insights into Logistics linkages with Organization and Customers value.

Unit I

**Context of Logistics:** Introduction, definitions, logistics in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics

Unit II

**Logistics in the firm:** Micro dimensions of logistics, interface with operations, manufacturing, marketing, supply chain. Problems with fragmented logistics. Integrating logistics within an organization, integrating logistics along the SC.

Unit III

**Approaches to analyzing logistics systems:** Materials Management v/s physical distribution, Cost centers, nodes v/s links, logistics channel, cost perspective & level of optimality, short run or static analysis, long run or dynamic analysis.

Unit IV

**Logistics Relationships:** Types of relationships, Competitive relationship, product relationship, spatial relationship, intensity of involvement, logistics outsourcing activities – concept & types of 3PL, 4PL, need for collaborative relationships.

Unit V

**Service Response Logistics:** Overview of service Operations – service productivity, global service issues, service strategy development, service delivery systems, service location & layout, primary concerns of service response logistics – service capacity, waiting times, distribution channels, service quality.

Text Books:


Reference Books:


### Total Quality Management

**Course Code:** MGS-04  **Credits – 4**

**Objective:** To give various perspectives on Quality and various contributors to Quality. To provide an in-depth understanding of the various QC tools. To introduce the frameworks of Global Quality Award.

#### Unit I


#### Unit II

**Philosophies:** Demings 14-point philosophy, Juran, Crosby philosophy, Ishikawa, Taguchi, Feigenbaum. Comparison of quality philosophy.

#### Unit III

**Quality Tools:** Check list, Flow Chart, Tally charts and Histograms, Graphs, Pareto Analysis, Cause and Effect Scattered diagram and regression analysis. Quality Function Deployment—Introduction, Customer needs, Customer priorities and competitive comparisons and planned improvements, Design features or requirements

#### Unit IV

**Statistical Quality Control:** Necessity and Importance of SQC, Process capability, Six Sigma quality, Process control, Process

#### Unit V

**Quality Management Awards and frameworks:** Malcolm Baldrige National quality award, Deming prize, ISO 9000-2000, CII, Ramakrishna Bajaj Awards, Tata Business Excellence Model (TBEM)

**Text Books:**


**Reference Books:**


Business Process Management and Change

Course Code: MGS-05  Credits - 4

Objective: The course will make the students conceptualize business operations as processes. After the course they can model simple business processes in terms of the actors and activity sequences involved, the data flowing through those sequences and the dependencies between data and business activities. This course will provide theory with hands-on exercises integrating core concepts of Process Mapping.

Unit I


Unit II


Unit III


Unit IV


Text Books:


Reference Books:


Computer Aided Design and Manufacturing

Course Code: MGS-06  Credits - 4

Objective: To understand the role and objectives of Computer Aided Design. To appreciate the increasing scope of manufacturing and its future challenges.

Unit I

Introduction: Definition of CAD Tools, Types of system, CAD/CAM system evaluation
Criteria, Graphics standards, functional areas of CAD, Modeling and viewing, software documentation, efficient use of CAD software.

**Unit II**

**Representation:** Mathematical representation of surfaces, Surface model, Surface entities, surface representation, Parametric representation of surfaces, plane surface, ruled surface, surface of revolution, Tabulated surface.

**Unit III**

**Modeling-I:** Feature Based Modeling, Assembly Modeling, Behavioral Modeling, Conceptual Design & Top-down Design. Techniques for visual realism - hidden line - Surface removal - Algorithms for shading and Rendering. Parametric and variational modeling, Feature recognition, Design by features, Assembly and Tolerance Modeling,

**Unit IV**

**Modeling-II:** Parametric and variational modeling, Feature recognition, Design by features, Assembly and Tolerance Modeling, Tolerance representation - specification, analysis and synthesis, AI in Design

**Text Books:**

**Reference Books:**
Project Management

Course Code: MGT-41 Credits - 4

Objective: To provide the students with an integrated view of project management, sensitizing them about the complexities involved in managing projects and equipping them with techniques for effective project management.

Unit I

Project Management Principles: Definition of project, project management processes and other key concepts, principles of project management, roles and responsibilities of the project manager, project life cycle, causes of project failures

Unit II

Planning the project: Project planning process, project charter and project plan, work breakdown structure (WBS) techniques, project structuring and organization considerations, change management and conflict resolution issues.

Unit III

Estimating Project Costs: Type of costs, Elements of budget, approaches for estimating cost and budget, Factors influencing quality of estimates.

Unit IV

Estimating Project Time: Activity sequencing, Estimating time, precedence network diagram, critical path method, program evaluation and review techniques, project scheduling, basics of scheduling.

Unit V

Project Quality Management: An Overview of PQM processes and their integration with Project Management Plan

Unit VI

Managing Risks, Project Control and Performance Management: Risk concept and identification, risk assessment, prioritizing risks, risk response planning, Project tracking and control elements, Earned Value Management, factors contributing to successful project control, Measures of project success.

Text Books:


Reference Books:


Entrepreneurship Development

Course Code: MGT-42 Credits - 2

Objective: The course aims to develop the entrepreneurship skills and create an understanding towards the business model development. This course will help the students to convert their business ideas into successful ventures.

Unit I

Entrepreneurship: Concept and Definitions; Entrepreneurship and Economic Development; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; Classification and Types of Entrepreneurs;
Entrepreneurial Competencies; EDP Programs; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs; Manager Vs. Entrepreneur; Entrepreneur Vs. Entrepreneurship; Entrepreneur Vs. Administrator.

Unit II

Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Sources of Information; Criteria to Select a Product; Conducting Feasibility Studies; Marketing Feasibility, Technical Feasibility, Finance Feasibility, HR Feasibility etc; Business Plan Formulation; Format of Business Plan with Practical example; Project Report Preparation; Specimen of Project Report.

Unit III

Enterprise Launching Formalities: Definition of Small Scale as per MSMED Act, 2006; Rationale; Objective; Scope; steps involved in starting enterprise; SME; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Role of SME in Economic Development of India; Project Planning and Scheduling using Networking Techniques of PERT/CPM; Methods of Project Appraisal

Unit IV

Role of Support Institutions and Management of Small Business: Role of Director of Industries, DIC, DCMSME, SIDBI, Small Industries Development Corporation (SIDC), MSME (D-I), NSIC, NISBUED, State Financial Corporation (SFC); Functional areas application for Small Enterprises like Marketing Management issues; Production Management issues; Finance Management issues; Human Resource Management issues; Export Marketing.

Text Books:


References Books:


Business Intelligence

Course Code: MGT-43 Credits - 2
Objective: To expose students to techniques of analyzing hidden patterns in data for effective decision making.

Unit I

Introduction to Data Science: Data Science, Data pre-processing, Introduction to decision support systems, Big data, Hadoop and data mining, OLAP and Data Mining.

Unit II

Data Mining & Classification: Mining Frequent Patterns, Associations, Correlations, Classification, Prediction, Clustering, Data mining applications in business.

Text Books:


Major Research Project

Course Code: MGT-44 Credits - 6

In Sem IV, all a student is required to work on a major research project under the supervision of assigned faculty member by the department. The student is required to select a research problem
preferably on a topic related with contemporary issues in management. It is mandatory for the students to get advance written approval of the supervisor before finalization of the topic. Each student shall prepare a detailed research proposal and the copy of the same is required to be submitted to faculty co-ordinator duly signed by the supervisor.

On the prescribed date, two hard and one soft copy of the reports are required to be submitted to the department as per the format provided by the concerned supervisor. The completion of the research project must be certified by the supervisor and approved by the HOD.

The evaluation of the research project shall be carried out jointly by a panel of internal and external examiner. The department may invite external examiners across the specialization and industry.

### Emotional Intelligence and Managerial Effectiveness

**Course Code:** MGT-45 **Credits:** 2

**Objective:** The basic objective of this lab is to acquaint students with different perspectives of emotional intelligence and appreciate the role EI in managerial effectiveness and coping with stress. The lab would orient the students through experiential learning, team building exercises, role plays and case studies in improving the managerial productivity and effectiveness. It shall be a non end semester examination based system. The continuous evaluation shall be based on the objective criteria proposed by the faculty advisor for which a record is required to be maintained for individual student by the faculty advisor for onward submission.

**Suggested Reading:**

### Semester IV:

#### List of Electives

<table>
<thead>
<tr>
<th>Corporate Mergers, Acquisitions &amp; Restructuring</th>
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<tbody>
<tr>
<td>Course code: MGF-06 <strong>Credits</strong> - 4</td>
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</table>

**Objective:** The objective of this course is to develop expertise in identifying inorganic growth strategies through mergers, acquisitions and restructuring of corporate enterprises for enhancing the value.

**Unit I**

**Introduction to Mergers:** Nature of acquisitions and amalgamations. types of merger – motives behind mergers – theories of growth of the firms and organic, inorganic growth strategies – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter’s Five forces model

**Unit II**


**Unit III**


**Unit IV**

**Corporate Bankruptcies:** Concept of Bankruptcy, Identification and Management thereof.
Financial Derivatives and Risk Management

Course Code: MGF-07 Credits - 4

Objective: The course aims at imparting skills of managing Risk through options, futures and derivatives.
spread options, Collateralized debt obligation, Introduction to VaR.

**Text Books:**

**Reference Books:**

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**Financial Modeling and Analysis**

**Course Code: MGF-08 Credits - 4**

**Objective:** The objective of the course is to acquaint students with the methodology of Econometrics & Financial Modeling and make them capable of applying it to business problems. The emphasis will be on application aspects with theoretical understanding. Focus will also be on building models in different areas of finance including investments, corporate finance and derivatives.

**Unit I**

**Introduction:** Modeling practices and principles Use of Excel in financial decision making.

**Unit II**

**Financial Modeling:** Model specification; desirable qualities of models; evaluating an econometric model; Random variables, stochastic variables and the stochastic error term; probability distributions (review); estimators, desirable qualities of a good estimator; maximum likelihood estimators (definition).

**Unit III**

**Extensions of the basic linear model and the multiple regression model:** The 3 variable model; partial regression and correlation coefficients; assumptions of the classical linear model; Derivation of Ordinary Least Squares Estimators; Properties of LS estimators, OLS AS BLUE; Variances and Standard deviations; Goodness of fit: R=squared and adjusted R-squared; Tests of significance t and F tests; Hypothesis testing involving more than one parameter; Forecasting; Evaluation of Forecasts; Mean Squared error, RMS error.

**Unit IV**

**Time Series Analysis:** Short Run and Long Run Relationships, Cointegration: Cointegration and common trends, Tests of cointegration: Engle-Granger Two Step Procedure, the Johansen-Juselius Multivariate Test, Error Correction Models:- Estimation and interpretation off an Error Correction Model ,Forecasting Using an Error Correction Model.

**Unit V**

**Modeling Volatility:** Time varying volatility model: ARCH, GARCH, AGARCH models and its extension Forecasting volatility and other Volatility models, Developing the interactive model, output screen and report.

**Text Books:**

**Reference Books:**
Management Control Systems

Course Code: MGF-09  Credits - 4
Objective: The course aims at covering management control and systems used by managers in planning & monitoring and evaluating the organizations as they adapt to changing environment as also the philosophies and responsibilities.

Unit I

Unit II

Unit III

Unit IV
Transfer Pricing: The importance of transfer pricing; what is transfer pricing; different approaches to transfer pricing (arm’s length principle, formulary apportionment, safe harbours); the arm’s length principle; the legal framework. Transfer pricing methods.

Text Books:

Reference Books:

Strategic Cost Management

Course Code: MGF-10  Credits - 4
Objective: The course aims to develop skills in analysis, evaluation and synthesis in Strategic cost Management. In the process, it focuses on current developments, issues and practices in the context of managerial decision making. The subject includes discussion of costing systems and activity based costing, activity management, and implementation issues in modern costing.

Unit I
Strategic Cost management: Concepts and Dimensions. Cost concepts and Decision making (Operational, Tactical and Strategic)
Development in Strategic Cost Management:

Activity Based Cost Management:

Cost of Quality and Total Quality Management:
TQM - Basics, Stages, Principles, Control, Corrective actions, PRAISE - Steps, Problems, implementation, PARETO Analysis, Quality Costs.


Text Books:

Reference Books:

Cross Cultural and International Human Resource Management
Course code: MGH-06 Credits- 4
Objective: This course provides an understanding of the role of human resource management (HRM) in international contexts. It will help students understand issues, opportunities and challenges pertaining to international HRM, developing competency in dealing with cross cultural situations and the strategic and functional roles of HRM in various international contexts.

Understanding Culture: Introduction, Key Concepts, Cultural Identity, Frameworks for Mapping the Culture, Geert Hofstede, Clyde Cluckhohn, TE Hall, Studies of National Culture

Internationalization of HR Activities: Types of International Business, inter country differences affecting HRM, causes for International assignments failure. Limitations and advantages of host country nationals (HCN). Parent country nationals (PCN) & Third country national (TCN): International Staffing Policy, Selecting International Managers, Adaptability & Screening, Managing Knowledge Workers.

Understanding Cross Culture: Organisation culture & National culture, Cross – culture Theories, Cross – Culture Business
Communication & Behavior, Culture & Organisational Performance.

Unit IV


Unit V

International Human Resource Management: Some innovative Japanese Management techniques, such as just in time theory, quality circles and Kaizen, Influence of Western HRM Practices on Employment of expatriates.

Text books:

Reference books:

Suggested Readings:
Unit V

**HR Scorecard:** Creating an HR Scorecard, Measuring HR alignment 2 dimensions of alignment assessing internal and external alignment Systems alignment Map. 7 step Model for implementing HR’s strategic role. New issues in Manpower Training and Career Development.

**Text Books:**

**Reference Books:**

**Suggested Readings:**

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**Training and Development**

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<th>Course code: MGH-08</th>
<th>Credits - 4</th>
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**Objective:** This course provides students with an overview of the role of Training and Development in Human Resource Management. Students will also be equipped with a basic understanding of the skills required to assess employee training needs, design and administer employee training and development programs, and evaluate both the efficiency and effectiveness of such programs.

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**Unit I**

**Introduction:** The Changing Organizations, HR and the Training Functions, Models of Training; Systematic Model, the Transitional Model, The Learning Organisation, Training as Consultancy.

**Unit II**

**Training Needs Analysis:** The Process and Approaches of TNA, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design.

**Unit III**

**Training Design & Evaluation:** Understanding & Developing the Objectives of Training, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting), Training with Focus on Training Design (Learning Environment, Pre-training Communication etc.) Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.)

**Unit IV**

**Effective Trainer:** Selecting the trainer and preparing a lesson plan, skills of an effective Trainer, Programme methods and techniques. Implementation and Evaluation of Training Programme. Levels of Evaluation, CIPP Model, CIRO model, Training Audit and Cost Analysis.

**Unit V**

**Management Development:** Approaches to Management Development, Sources of Knowledge / Skill acquisition, Types of management Development Programmes. EDP’s / Seminars and Conferences, Symposia.

**Unit VI**

**Emerging Trends in Training:** New learning interventions, Technology in training-CBT-multimedia training, e-learning/online learning-distance learning, Competency based Training, Assessment Centres.
Text Books:

Reference Books:

Suggested Readings:

<table>
<thead>
<tr>
<th><strong>Interpersonal Processes and Counselling Skills for Managers</strong></th>
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<tbody>
<tr>
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**Objective:** The objective of this paper is to make professionals gain a thorough grounding in the practical skills needed to be an effective counselor. It would also help in adoption of a self-reflective approach when evaluating your abilities - exploring your feelings, attitudes and personal relational issues.

**Unit I**

**Managerial Process:** Nature of Management, functions of managers, leadership and managerial effectiveness, Managerial conflict.

**Unit II**

**Interpersonal & Group Process:** Interpersonal communication, Interpersonal feedback, Interpersonal behavior and influence relationships, Interpersonal style. Group Process: An overview of group formation, Group development and effectiveness, formal and informal groups, reasons for formation of groups, theories of group, group behavior.

**Unit III**

**Introduction to Counselling:** Definition & Need, Counselling, Psychotherapy and Instruction, Approaches to Counselling, Goals of Counselling, Counseling Process.

**Unit IV**

**Counselling Procedures:** The Counselling Environment, Intake, Referral procedures, Guidelines for effective counseling, Advanced skills in Counselling, Action strategies. Counselling Skills, Verbal & Non-Verbal communication, Listening Barriers, Counsellor’ Qualities, Core conditions of Counselling. Role of Conflict in Counselling: Values of counselling, Counselling service, Manager counselor.

**Unit V**

**Organisational Application of Counselling Skills:** Change management, Downsizing, Mentoring, Team Management / Conflict Resolution, Crisis / Trauma. Problem Subordinates: Identifying problem subordinates, Types of problem subordinates, dealing with problem subordinates.

**Unit VI**

**Ethics in Counseling:** Ethical Principles, Common Ethical Violations.

**Text Books:**

Reference Books:

Suggested Readings:

Team Building

Course Code: MGH-10 Credits - 4

Objective: This course offers to teach students the importance of raising groups and turning them into passionate teams in organizations. It gives understanding of how individuals as team players must behave to become effective team players.

Unit I

Workgroup Vs. Teams: Transforming Groups to Teams, Types of Teams, Stages of Team Building and its Behavioural Dynamics, 5 P’s in Teams (purpose, place, power, plan and people), Team Role, Goal Setting and Problem Solving.

Unit II

Interpersonal Competence & Team Effectiveness: Interpersonal process and conflict resolution, Team Effectiveness, How to motivate team members?, Measuring Interpersonal Competence using FIRO-B, Team Size, Team Member Roles and Diversity, Team norms, Team Cohesiveness, Measuring Team Effectiveness, Cross Cultural Team Building.

Unit III

Communication and Creativity: Communicating in Teams, Fostering Team Creativity, Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming, Communicating Team Values and Ethics.

Unit IV

Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors;

Unit V

Building Effective Teams in Real Time: The Three Essentials of an Effective Team Building and Leading Your Team Managing a Team vs. Managing Individuals on the Team Why Some Teams Succeed (and So Many Don’t) Teams.

Text Books:

Reference Books:

Suggested Readings:
Retail Management

Course Code: MGM-07 Credits - 4

Objective: The objective of this course is to familiarize the students with the key dimensions of retail industry in view of the changing retail landscape in India and abroad.

Unit I

Definition, importance and scope of Retailing: evolution of retail competition, the Wheel of Retailing, the Accordion, Retail Life Cycle; emerging trends in retailing; the retail scenario in India; composition of Indian retail sector, emerging formats of retail in India, challenges of retail development in India.

Unit II

Information Gathering in Retailing: Retail Strategic Planning and Operation Management; Retail Financial Strategy; Target Market Selection and Retail.

Unit III

Retail Store Location and Design: types of location, Choosing a store location, trading area analysis, store design and layout; visual merchandising and displays.

Unit IV

Merchandise Planning and Price Management: Buying and Handling; Merchandise Pricing; Retail Communication Mix; Promotional Strategy; Retail Human Resources Management; Customer Service, The GAPs Model, Customer Relationship Management.

Unit V

Retail Management Information Systems: Retail Audits; Online Retailing; Global Retailing; Legal and Ethical Issues in Retailing

Text Books:


Reference Books:


Promotion Management and Business 2 Business Marketing

Course Code: MGM-08 Credits - 4

Objective: The objective of this paper is to provide an insight about the uniqueness and challenges of B2B marketing.

Unit I


Unit II

Unit III
Managing B2B Products: Pricing & Negotiations, Channels, Communicating with Customers (IMC), Advertising, Trade, and PR, One-to-One Media, Sales and Sales Management, Project Presentation

Unit IV
Introduction to Sales Promotion: Scope and role of sale promotion – definition – objective sales promotion sales promotion techniques – trade oriented and consumer oriented.

Unit V

Unit VI
Out sourcing sales promotion: national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – online sales promotions.

Text Books:

Reference Books:

Marketing of Services
Course Code: MGM-09 Credits - 4
Objective: The basic objective of this course is to acquaint the students with inherent characteristics of the services and their marketing implications to formulate appropriate strategies for service sector.

Unit I
Introduction to Services Marketing: Growing importance of services sector; meaning and nature of services; classification of services; marketing challenges of services, service consumption model.

Unit II
Understanding Customers Buying Considerations and Behaviour: Customer expectations and perceptions; positioning services in competitive marketplace; defining and measuring service quality (Servequal), GAPs Model; defining and measuring customer satisfaction, service recovery paradox.

Unit III
Services Marketing Mix: Services design and development; service blueprinting; service process; physical evidence and servicescape; pricing of services; cost, competition and value based approaches of pricing, concept of dynamic pricing, key issues in service pricing management, ethical considerations in service pricing.

Unit IV
Services Distribution and Promotion Management: Distribution options for serving customer, place and time decisions, roles and responsibilities of service intermediaries, delivery service in cyberspace, selection and training of intermediaries, managing the Integrated Services Communication mix; managing service personnel; employee and customer role in service delivery.
Unit V
Implementing Profitable Service Strategies: Managing relationships and building loyalty; wheel of loyalty, complaint handling and service recovery strategies, service marketing strategies in e-commerce, healthcare and insurance.

Text Books:

Reference Books:

Digital Marketing
Course Code: MGM-10    Credit - 4
Objective: The objective of this paper is to make students familiar with the latest tools and techniques of digital marketing to enable them to design and manage effective online campaign.

Unit I
Introduction to Digital Marketing: Importance, growing role and nature of digital marketing, online marketing mix, web and consumer decision making process, characteristics of online consumers, e CRM.
Customer Relationship Management

Course Code: MGM-11 Credits - 4

Objective: The objective of this course is to understand the tools and techniques of making long term sustainable relationships with customers.

Unit I

Introduction: Meaning, definitions and fundamentals of CRM, eCRM; CRM as a business strategy, elements of CRM, CRM processes and systems.

Unit II

Strategy and Organization of CRM: History of CRM, Dynamics of Customer Supplier Relationships, Nature and context of CRM strategy, the relationship oriented organization.

Unit III

Marketing Aspects of CRM: Customer knowledge, privacy issues, communications and multi channels in CRM, the individualized customer proposition, Relationship policy.

Unit IV

Analytical CRM: Relationship data management, Data analysis and data mining, Segmentation and selection, Retention and crosssell analysis, Effects of marketing activities, Reporting results. Operational CRM: Call centre management, Internet and website, Direct mail.

Unit V

Collaborative CRM/CRM Subsystems: Contact Management, Campaign Management, Sales Force Automation. Choosing CRM Tools / Software Package: Shortlisting prospective CRM vendors, setting evaluation criteria for the appropriate CRM package, selection CRM implementation.

Unit VI

CRM systems and Implementation: CRM systems, Implementation of CRM systems, Ethical Issues in CRM

Text Books:


Reference Books:


Entrepreneurial Marketing and Sales

Course Code: MGM-12 Credits - 4

Objective: The basic objective of this course is to provide students with a compact understanding of marketing and sales relevant for early stage enterprises. The course will focus on necessary knowledge and skills to develop marketing strategies and professional salesmanship for growing and creating competitive advantage in the marketplace.

Unit I

Marketing and Sales Opportunities: Marketing and sales challenges for startups, making marketing as organization wide philosophy, estimating sales potential, sales forecasting,
marketing funnel analysis, customer selection and the buying journey, Marketing support for new ventures.

Unit II

Marketing and Brand Building: Customer segmentation, targeting and positioning, brand differentiation, developing USP of the brand, online and offline branding strategy, branding in the digital age; use of social media, blog post customer engagement, brand communities.

Unit III

Pricing and Distribution Strategy: Developing the links between Pricing, Value Proposition, and the recommended Sales approach, strategies to drive competition from pricing to non pricing area. Selection and appointment of channel partners, approaches for their recruitment, training and monitoring.

Unit IV

Sales Tactics for Customer Acquisition: Lead generation through different marketing methods: online and offline, account prioritization scheme, review and referrals, consumer generated media, customer retention strategy.

Unit V

Sales Administration and Creating a Dashboard: Key sales tasks and develop a process and criteria for hiring early-stage salespeople. Training, coaching, and performance reviews. Ethical issues in entrepreneurial marketing and sales.

Reference Books:

E-Governance

Course Code: MGI-07 Credits - 4

Objective: To familiarize students with the concept of E-governance, related issues and strategies for effective planning and implementation of e-governance projects, assessment frameworks and key Government initiatives for strengthening e-governance.

Unit I

Introduction to E-Governance: Governance System in India, Allocation of Business, E-Governance in India, Evolution of E-governance in India, global scenario of e-governance, Digital India Programme, E-governance mission mode projects with particular reference to agriculture, Institutional framework, E-governance Challenges.

Unit II

Measuring E-governance Performance: Key stakeholders and value from e-governance, Assessment of E-governance, a strategic framework for improving E-governance performance.

Unit III

Driver of E-governance: Concept of changing situation as a driver, significance of shared vision and mission, service accessibility, feedback loop, Key initiatives such as open government, joined-up government, e-Panchayat, Direct Benefit Transfer, e-governance standards, etc.

Unit IV

Strategic Planning – An Enabler of E-governance: Analysing suitability of conventional planning approach to E-governance, Significance of environment analysis,
Significance of collaboration in e-governance, Refining structures and processes.

Unit V

Strategy Implementation – An Enabler of E-governance: Competence level of actors, involvement of senior leadership, motivation of staff, Involvement of stakeholders, Effective e-governance through strategic alliances, select case studies.

Text Books:

References Books:
- INDIA: E-Readiness Assessment Reports by Department of Electronics and Information Technology, Government of India (mit.gov.in).
- UN E-Government Survey Reports, Available at www.unpan.org.

Strategic Telecommunications Management

Course Code: MGI-08 Credits - 4

Objective: To expose students to policy, economic and business perspectives of Telecommunications Management and related emerging challenges including Telecom Marketing.

Unit I


Unit II


Unit III

Economic Perspectives of Telecom Systems: Role of telecommunications in socio-economic development; telecommunication as a facilitating infrastructure for economic development of the country, new technologies and services for international telecommunications; business application of global networks. Regional prospectus on development of Telecom.
Unit IV

Business Perspectives of Telecom Management: The business of telecommunication; technical survey of the ways and means that voice, data and video traffic are moved long distances, data network, the telephone system. Telecom service costing, economic evaluation of telecom projects, telecom project financing. Overview of leading telecom equipment suppliers. New business models (managed services, infrastructure sharing, leasing bandwidth, per minute revenue share model with equipment manufacturers).

Unit V

Telecom Marketing: Challenges relating to telecom services marketing, building brand equity for a telecom operating company, Customer retention & customer care, total service quality management, preparing for the new millennium managing change and people development. Churn management. Designing segmented tariff plans on basis of CDRs. Designing IT system for integrating provisioning, customer care & billing systems.

Unit VI


Text Books:

Reference Books:
- Policy document/annual reports of Department of Communication and Telecom Regulatory Authority of India.

Knowledge and Innovation Management

Course Code: MGI-09 Credits - 4

Objective: The goal is to establish a foundation of concepts and contribution of Knowledge and Innovation Management. In addition to this, how Knowledge Management impacts the Innovation quotient in an organization.

Unit I

Introduction to Knowledge and Knowledge Management: Definition, evolution, need, drivers, scope, approaches in organizations, strategies in organizations, components and functions, understanding knowledge, Knowledge creation process, knowledge management techniques, organizational knowledge management architecture and implementation strategies.

Unit II

Learning organization: Definition, five components of learning organization, knowledge sources, and documentation, relevance of learning organizations in 21st century, cases of learning organizations, building the knowledge corporation and implementing knowledge management in organization.

Unit III

Introduction to Innovation: Meaning, Definition, Innovation and Invention, difference
in Innovation and Invention, Creative Thinking, Steps from Creativity to Innovation, Types and Sources of Innovation, Process of Innovation, Technology innovation process, Case studies of Creativity and Innovation.

Unit IV

Innovation in Organization: Introduction, Innovation in research, Strategies of innovation and Developing new business, Current state of Innovation at global and Indian organizations, factors contributing to Innovation culture, Barriers to innovation, Case studies highlighting the success and inhibiting factors.

Text Books:

Reference Books:

E-Learning and Knowledge Management

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<tr>
<th>Course Code: MGI 10</th>
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<td>Common to Knowledge Management Specialization. Same as MGK-08.</td>
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Knowledge Management Tools and E-Businesses

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Integrating Knowledge Management with Strategic Initiatives

Course Code: MGK-06 Credits - 4

Objective: The growing awareness of the crucial role that knowledge can play in gaining competitive advantage has lead businesses to confront how to build competitive business strategy around a firm’s intellectual resources and capabilities. This course aims at providing an understanding on how to define and guide the strategic processes and infrastructure for managing organizational knowledge.

Unit I


Unit II

Macro and Micro Factors and Knowledge Management: Factors such as quality, systems thinking, environmental scanning, convergence, and constructive conflict are emphasized as essential contributors in the integration of KM in planning, decision-making, and implementing operational and strategic initiatives.

Unit III

Leadership, Culture and Knowledge Management: Leadership, Culture, Linking KM and Culture, Embedded system elements like leadership, Corporate Culture addressed, Adoption of KM at Strategic, Tactical and Operational level.

Unit IV

Change and Strategy: Change, Change Management, Levers of Change Management, Structural and Behavioral Change to gain
Organizational Acceptability, Ways to circumvent Roadblocks and Pursue Pathways Needed to Change.

**Text Books:**

**Reference Books:**

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**Advanced Knowledge Management Concepts**

**Course Code: MGK-07**  **Credits: 4**

**Objective:** It cannot be overemphasized that the emergence of information and communication technologies (ICTs) has metamorphosed the way information resources are managed in different heterogeneous environments. These changing trends have seen the shift from traditional practices to contemporary practices centered on ICTs as global information management platforms. The emergence of electronic records (e-records) and electronic archiving (e-archiving), knowledge management, electronic library (e-library) systems, and so on, has been largely observed in the developed and developing world alike. This course, therefore, intends to present experiences and conceptual groundings in the emerging information management contexts.

**Unit I**

**Introduction to Knowledge Typologies:** Define the nature and topology of knowledge and knowledge management within a business context. Identify technologies that are most useful for capturing/acquiring, organizing, distributing, and sharing knowledge within an enterprise.

**Unit II**

**Knowledge Management Strategies and Knowledge Architecture:** Explain how to formulate a knowledge management strategy, identify major requirements and issues for designing enterprise knowledge architecture and implementing knowledge management projects.

**Unit III**

**Knowledge Management the Organizational Growth:** Review the merging roles of chief knowledge officers and chief learning officers. Explore the future direction of knowledge management based on the history of knowledge, the demands of global competition, Contemporary development in the area of Knowledge Management.

**Unit IV**

**Knowledge Management and Organizational Learning:** Analyze the needs of 21st-century organizations, Organizational Change and Organizational Learning, Views of future Organizations, Role of Knowledge Management in future organizations.

**Text Books:**
- Gabriel Szulanski; Sticky Knowledge: Barriers to Knowing in the Firm, Sage Publishing.

Reference Books:


E-Learning and Knowledge Management

Course Code: MGK-08/ MGI-10 Credits - 4

Objective: The objective is to give you a solid foundation covering the concepts and techniques of E Learning, Knowledge Creation and Dissemination. Also, to make the students understand how to apply and integrate appropriate components and functions of E Systems in KM domain.

Unit I

Learning from Data: The Concept of Learning, E Learning, Data Visualization, E-Learning Systems, Learning process, Learning Media, Learning Environment, Categories of Learning, Learning Objectives, Neural Network (Artificial) as Learning Model, Supervised/Unsupervised Learning.

Unit II


Unit III


Unit IV


Text Books:


Reference Books:


Intellectual Property and Knowledge Capital

Course Code: MGK-09 Credits - 4

Objective: The objective is to prepare students to become familiar with the current theories, practices, tools and techniques in knowledge management organizations. Moreover, students will learn to determine the infrastructure
requirements to manage the intellectual capital in organizations.

Unit I

Introduction to Intellectual Property:

Unit II


Unit III

Advanced Level of Managing Organizational Knowledge: Developing metrics for knowledge, learning and intellectual capital, The New IPR regime and its linkage with the revolution in New Generic Technologies (NGT), Information and Communication Technology (ICT) and Biotechnology, Knowledge quality, Organizational knowledge creation theories and their application.

Unit IV

Role of Intellectual Capital in Learning Organizations: Learning Organizations, Best examples of Learning Organizations, Balanced Scorecard, BSC and Intellectual Capital, Intellectual capital and related terminologies in clear terms and understand the role of knowledge management in organizations, Importance of intellectual capital to benefit the competitive advantage in organizations, Role of IPR in Learning Organizations.

Text Books:

Reference Books:

Knowledge Management Tools and E-Businesses

Course Code: MGK-10/MGI-11 Credits - 4

Objective: The objective is to give the students a strong foundation covering the concepts of E-Business and Knowledge Management. Also, to make the students understand how to apply and integrate the KM tools and techniques in the E-Business arena.

Unit I

Knowledge Management Tools: Knowledge Management, Introduction to Knowledge Management Tools, KM Techniques, Knowledge Capture and Creation Tools, Contents Creation Tools, Data Mining and Knowledge Discovery, Blogs, Content Management Tools.

Unit II


Unit III
Technology and KM: Telecommunication and Networks In Knowledge Management, Internet Search Engines and KM, Information Technology In Support Of KM, Knowledge Management and Vocabulary Control, Information Mapping In Information Retrieval, Information Coding In The Internet Environment, Repackaging Information.

Unit IV

Text Books:

Reference Books:

Supply Chain Strategy and Innovation

Course Code: MGS-07 Credits – 4
Objective: To understand the role and objectives of Innovation Supply Chain Management. To appreciate the increasing scope of Supply Chain Management and its future challenges.

Unit I
Supply Chain Strategy: Strategic objectives of SCM - customer focus, product development, market development, diversification, learning & organizational capability, sustainable competitive advantage through SC

Unit II
Managing SC for Strategic Fit: concept of strategic fit, steps in achieving strategic fit, impact of customer needs, impact of uncertainty, multiple products & customer segments, PLC, globalization & competitive changes over time

Unit III
Expanding Strategic Scope: Minimize local cost perspective, Minimize functional Cost perspective, Maximize Company Profit perspective, Maximize SC Surplus perspective, Agile intercompany inter functional scope

Unit IV
Strategic Partnerships & Alliances: Collaborative Advantages, Framework for Strategic Alliances, Core Competence – 3PL, 4PL & Outsourcing: Advantages & Disadvantages, Prerequisites, Implementation Issues

Unit V
Supply Chain Challenges – Strategies for the future: Mass customization, Globalization, Greening, Ethical SC, Intelligent System, Implications form managers, organizations & policy makers
Text Books:

Reference Books:

Unit III
Materials Management v/s physical distribution: Cost centers, nodes v/s links, logistics channel, cost perspective & level of optimality, short run or static analysis, long run or dynamic analysis.

Unit IV
Types of relationships: Competitive relationship, product relationship, spatial relationship, intensity of involvement, logistics outsourcing activities – concept & types of 3PL, 4PL, need for collaborative relationships.

Unit V
Overview of service Operations: service productivity, global service issues, service strategy development, service delivery systems, service location & layout, primary concerns of service response logistics – service capacity, waiting times, distribution channels.

Text Books:

Reference Books:
Information Technology Applications in Supply Chain Management

Course Code: MGS-09  Credits – 4

Objective: To appreciate Information Technology as a significant business segment of the future. To give an overview of technological aspects of Information Technology. To understand strategic aspects of Information Technology in SCM.

Unit I

Introduction: Role of IT in Supply Chain, Trade Advantages of IT in Retail Trade like Cost productivity benefits and Marketing benefits, Competitive advantages of Information technology, Essential Requirements of an Information System for retail.

Unit II

IT in Planning: Inventory control, POS - Point of sale, Sales Analysis, Planning and Forecasting, Collaborative Planning, Forecasting and Replenishment Capturing and transmitting data at POS, advantages, elements of data capture – coding system code Means of data capture, Database marketing, Data Mining, Data Mart.

Unit III

IT in Supermarket & Stores: Introduction to self-service, supermarkets, atomistic retail to regional networks/ chain stores, POS to point of purchase, push action to push strategy, Point of Differentiation, Point of Customer.

Unit IV

Retailers in E-Commerce: Kinds of retailers engaged in electronic commerce: virtual retailers, two channel retailers, Multichannel retailers Role of Internet, Benefits of Internet, Monitoring the progress of an internet e-retail business, limitations of the web.

Unit V

E-Applications: Smart cards, E-cash, Multimedia kiosks, Customer specific offers, Electronic body scanners, Electronic shelf front.

Text Books:

Reference Books:

Operations Research and Strategy

Course Code: MGS-10  Credits - 4

Objective: To emphasize the key role of operations in bringing about the growth and profitability of organizations. To impart ideas, concepts and principles in operations strategy.

Unit I

Introduction: Importance and Linkage with Corporate strategy, Strategies and values, Competing through operations. Operation strategy in global economy - Strategic alliances and production sharing, fluctuations of international financial conditions and

**Unit II**


**Unit II**


**Unit IV**

**Change management and Sustainability Procedure:** company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives Focused manufacturing with product or process focus– Make or Buy– merits /demerits.

**Text Books:**


**Reference Books:**


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**Materials and Store Management**

**Course Code: MGS-11 Credits - 4**

**Objective:** To give an overview of various aspects of Materials Management. To explain the impact of material cost on the organization. To understand the concepts of Store in an organization.

**Unit I**

**Introduction:** Material Concepts, Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory, Role of inventory in Operations, Types of inventory – seasonal, decoupling, cyclic, pipeline, Safety stock. Inventory costs – carrying costs, ordering costs, shortage costs.

**Unit II**

**Review Systems:** Continuous Review (Q) systems, Periodic Review (P) systems, ABC Classification system, Issues in the P and Q systems of inventory control.

**Unit III**

**Write Models:** The Basic EOQ Model, Production Quantity Model, Computer Solution of EOQ model with MS Excel, Quantity Discounts, Computer Solution of Quantity Discounts model with MS Excel, Reorder Point, Safety Stocks.

**Unit IV**

**Use of ratios and analysis like FSN:** Fast slow Non moving, HML-High Medium, Low, XYZ. Materials Management In JIT Environment.
Text Books:

Reference Books: