



Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore
Shri Vaishnav School of Management

Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - IV SEMESTER (2024-2026)

List of Electives (Marketing)

Semester – IV

- MBAIEM403 Retail Management
- MBAIEM404 Direct and Event Marketing
- MBAIEM405 Rural Marketing
- MBAIEM406 International Marketing
- MBAIEM407 Strategic Marketing Management
- MBAIEM408 Customer Relationship Management

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MBA+Ph.D. - IV SEMESTER (2024-2026)

BAIEM403 RETAIL MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEM403	DSE	Retail Management	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

To introduce the basic concepts of retail management and the latest developments in retailing in the Indian context, Retailing in the modern retail formats

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Provide a strategic perspective of the retailing industry
2. Equip students with the framework of Retail mix and each of its elements.

COURSE CONTENT

Unit I: Retailing

1. Nature and Importance of Retailing
2. Types of Retailing- ownership based, store based
3. Non-store based, web based
4. Retail management decisions
5. Recent Trends in Retailing

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Unit II: Marketing Channels and Supply Chains

1. Emergence, role and types of marketing channels
2. Channel members and their characteristics
3. Choosing various channel options
4. Factors affecting the choice
5. Supply chain management (SCM)
6. Physical flow of merchandise
7. Logistics of E-Retailing

Unit III: Strategic Planning in Retailing

1. Situation analysis, objectives
2. Identification of consumers and positioning
3. Overall strategy
4. Identifying and understanding consumer
5. Consumer decision process
6. Retailer's action

Unit IV: Location, Operation and Merchandise Management

1. Trading Area Analysis, site selection
2. store formation size and space allocation
3. Store security and credit management
4. Merchandise plans- forecasts, innovativeness
5. Assortment decisions, brand decisions, timing and allocation
6. Merchandise pricing

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Unit V: Retail Promotion

1. Building retail store image
2. Layout planning
3. Retail promotional mix strategy
4. Retail store sales promotional schemes

Suggested Readings

1. Gupta, S.L (2008). *Retail Management*. New Delhi:Excel Books.
2. Gilbert,David (2003). *Retail Marketing Management*. New Delhi: Pearson Education.
3. Berman,Barry &Evans,Joel (2001).*Retail Management: A strategic Approach*. New Delhi : Prentice Hall
4. Cundiff, Edward W &Govin, Norman A.P(2007) .*Sales Management - Decisions, Strategy and Cases*, New Delhi: Prentice Hall of India.
5. Michael, Levy (2008). *Retail Management*. New Delhi: Tata McGraw Hill.
6. Vedamani ,Gibson .G(2010). *Retailing Management*.Mumbai: Jaico Publishing House.
7. Dunne, Patrick .M &Lusch, Robert. F (2013).*Retail Management*.Boston: Cengage Learning
8. Lincoln,Keith &Thomassen,Lars (2009). *How to succeed at Retail*.London: Kogan Page Limited.

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MBAIEM404 DIRECT AND EVENT MARKETING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
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MBAIE M404	DSE	Direct and Event Marketing	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

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Course Objective

To sharpen their vision, increase business acumen and enhance direct marketing and event management skills. The course also aims to develop a critical understanding of the theories, models and concepts pertaining to data driven direct and event marketing and to apply these in a broader marketing context.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. The student will be able to understand, explain and critically examine the discipline of direct and event marketing within a relationship marketing context
2. To evaluate and apply a range of direct and event marketing theories, tools and techniques to enable the successful design and delivery of a range of direct and event marketing plans
3. To critically analyze and understand the impact of direct and event marketing principles on corporate and marketing planning
4. The student will understand how to apply the knowledge of direct and event marketing to practical cases.

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COURSE CONTENT

Unit I: Direct Marketing and Interactive Marketing

1. Direct marketing- Concept, growth & benefits, limitations
2. Variants of Direct Marketing
3. Main tasks – lead generation, customer acquisition, development and retention.
4. Direct marketing in real time – interactive marketing
5. Direct marketing vs. marketing through Channels

Unit II: Traditional Methods of Direct Marketing versus Technology mediated Marketing Channels

1. Traditional methods of DM: Telemarketing, Multi Level Marketing (MLM), Personal Selling, Automatic Vending Machines, Exhibition - Trade fairs, Catalogue Marketing, Direct Mail, Company showrooms- factory outlets-own distribution
2. Technology mediated Marketing Channels: Interactive TV, mobile and SMS, The advance in digital marketing, Automatic vending machines, Kiosk marketing

Unit III: Integrating Direct Marketing Media

1. The role of brands and personalized marketing communications
2. Building brands through response and optimizing integrated communications
3. Differences between direct marketing media and non-direct media
4. Unique characteristics of addressable media (direct mail, email, fax, phone, SMS)
5. Inserts and door-to-door - formats, costs and response
6. Direct response methods- Home shopping/ teleshopping
7. Network Creating Direct Mail Advertising
8. Online web advertising and email/permission marketing
9. Data Protection and Privacy-self-regulation and codes of practice

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Unit IV: Introduction to Event

1. Designing corporate events that meet customer's needs
2. The fundamentals of corporate hospitality
3. Managing customer expectations
4. Types of corporate events
5. Corporate event packages: In-house vs. event management companies, Corporate event packages, Staff events, Customer events, Team building, Nature of Teams&Types of Teams

Unit V: Types of Events

1. Charity Events: Charity Events and Award Ceremonies, Setting fund raising targets and objectives, Working with volunteers and committees, Generating goodwill and media exposure, Commissioning celebrities, MCs and entertainment
2. Outdoor Events: Outdoor Events, Types of outdoor event, Concerts, Planning and Logistics, Risk Management, Marketing and Sponsorship.
3. Celebrity events: Celebrity events, Concerts – Launches – Fashion shows, National festivals and high-profile charity events, Liaising with agents, Contract negotiations, Client briefings, Celebrity wish lists and expectations

Suggested Readings

1. Stone, Bob & Ron, Jacobs (2008). *Successful Direct Marketing Methods*. Delhi:McGraw Hill Professional.
2. Hillstrom ,Kevin (2006) .Hillstrom's *Database Marketing* : Oregon: Campbell & Lewis Publishers.
3. Brondmo, Hans Peter (2009) .*The Engaged Customer-The New Rules of Internet Direct Marketing*. New York: Harper Collins.
4. Hoyle, Leonard. H (2002). *Event Marketing: How to Successfully Promote Events, Festivals, Conventions, and Expositions*: New York: John Wiley & Sons.

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MBAIEM405 RURAL MARKETING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEM405	DSE	Rural Marketing	60	20	20	-	-	3		-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

1. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
2. To familiarize with the special problems related to sales in rural markets, and to help understand the working of rural marketing institutions.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Sensitize to the needs and behavior of rural consumers and channels
2. Utilize the understanding on peculiarities of rural markets, channels and competition in marketing decision making

COURSE CONTENT

Unit I: Introduction to Rural Marketing

1. Concept, importance and scope of rural marketing
2. Understanding rural market
3. Rural environment
4. Infrastructure and rural trade practices
5. Rural consumer behavior
6. Factors affecting consumer behavior and psychology of rural customers

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MBAIEM405	DSE	Rural Marketing	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Distribution in the Rural Markets

1. Types of rural channels
2. Selection and management of channels
3. Factors influencing channel decision
4. Retailing, transportation, warehousing

Unit III: Communication Strategy.

1. Challenges in Rural Communication
2. Developing Effective Communication
3. Determining Communication Objectives
4. Designing the Message
5. Selecting the Communication Channels
6. Creating Advertisements for Rural Audiences
7. Rural Media- Mass media
8. Non-Conventional Media
9. Personalized media

Unit IV: Branding strategy

1. Brand building in Rural India
2. Brand Spectrum
3. Brand Loyalty Vs Stickiness
4. Fake Brands-The Fakes Market, Strategy to counter fakes
5. Structure of competition in Rural India
6. Product warranty and After-salesservice

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Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit V: New Trends in Rural Marketing

1. Introduction
2. Focused Marketing Strategies
3. Consumer Finance
4. Retail and IT Models
5. Public-Private Partnership
6. E-Rural Marketing

Suggested Readings

1. Dogra, B.L (2010). **Rural Marketing.** New Delhi: Tata Mcgraw Hill.
2. Gopalaswamy, T. P (2009). **Rural Marketing- Environment, Problems&Strategies.** Delhi:Vikas Publishing House Pvt Limited.
3. Kashyap. P(2012). **The Rural Marketing Book (Text & Practice).** New Delhi: Dreamtech Press.
4. Mathur, U. C (2008). **Rural Marketing.** New Delhi: Excel Books.
5. Badi , R.V & Badi,N.V(2010). **Rural Marketing.** New Delhi: Himalaya Publishing House.
6. Dogra ,Balaram&Ghuman ,Karminder(2008). **Rural Marketing: Concept & Cases.** New Delhi:Tata McGraw-Hill Publishing Company.
7. Singh,A.K. & Pandey, S. (2007). **Rural Marketing: Indian Perspective.** New Delhi: New Age International Publishers.

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MBAIEM406 INTERNATIONAL MARKETING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
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MBAIEM406	DSE	International Marketing	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

To familiarize the students with the nature and practices of international marketing. They should feel equally confident to be able to distinguish international marketing mechanics from the domestic marketing models and approaches.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcome

- Understand the design and participate in designing an international marketing strategy.

COURSE CONTENT

Unit I: International Marketing

- Introduction to International Marketing
- Nature, scope and different complexities of International Marketing
- International Marketing Environment
- Basis of International Trade
- India and World Trade

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Unit II: International promotion

1. Balance of Trade
2. Balance of Payments and Instruments of Trade Policy
3. Devaluation, Revaluation
4. Appreciation & Depreciation
5. Export documents and procedure

Unit III: Institutional Export financing

1. Concept of Free Trade and Regional Economic Groupings
2. Selection of Global Markets
3. Segmentation and Positioning
4. Product Planning, International PLC

Unit IV: Market Entry and overseas distribution system

1. Overseas Market Research,
2. Marketing Plan for Exports Multinationals and their role in International Marketing.
3. International Pricing,
4. Decisions and factors influencing these decisions
5. Uniform pricing V/s Market by market pricing

Unit V: Management of Risks in international marketing,

1. Instruments of Financial Transactions in international marketing,
2. New Techniques (Joint Ventures, Sub Contracting & BOP) in international marketing.
3. Brief introduction to physical channels of distribution for International Markets.
4. Difficulties in designing International Distribution channels

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1. Phillip,Cateora(2011). *International Marketing* (SIE. New Delhi: Tata McGraw Hill.
2. Czinkota, Michael .R (2008). *International Marketing*. Boston:Cengage Learning.
3. Gillespie, Kate (2009) *International Marketing*. Boston: Cengage Learning.
4. Kotabe (2005). *International Marketing: An Asia Pacific Focus*.India: Wiley.
5. Onkvisit& Shaw(2010).*International Marketing*: India: PHI Learning.
6. Cherunilam,Francis (2010).*InternationalMarketing*. New Delhi: HimalayaPub.House.
7. Justin,Paul (2011). *International Marketing: Text & Cases*. Delhi:Tata Mcgraw Hill.
8. Kiefer,Lee&Steve, Carter(2012), *Global Marketing Management*,USA: Oxford Press
9. Shaw, Alison (2007).*International Marketing Analysis and Strategy*.India: Wiley India.

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MBAIEM407 STRATEGIC MARKETING MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEM407	DSE	Strategic Marketing Management	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

To help students sharpen their analytical abilities in integrating strategic marketing decision in a comprehensive manner.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Familiarize the students with the concepts and framework in marketing strategy, strategic market planning, and competition analysis and in creating competitive advantage

COURSE CONTENT

Unit I: Introduction to Strategic Marketing

1. Many Facets of Strategic Marketing
2. Strategic Marketing: Over all view
3. Product and Service Strategy and Management
4. Re Aligning Marketing Resources
5. Competitive Strategy
6. Trun-around Strategy

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEM407	DSE	Strategic Marketing Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Opportunity Analysis

1. Opportunity Analysis and Market Targeting
2. Distribution Strategy
3. Innovative Strategies
4. Product and Service Strategy and Management
5. Growth Strategies
6. Strategic CRM: Facets and Pay offs

Unit III: Applying management strategy to marketing decision making

1. Applying management strategy to marketing decision making
2. Understanding strategy in a marketing context
3. Global – Local Markets
4. Strategic Approach to Marketing & Sales Organization

Unit IV: Marketing Ethics

1. Marketing Ethics, Sustainable Marketing
2. Green Marketing & Developmental Marketing
3. Strategies for Matured Markets and during decline.
4. Entrepreneurial Marketing & New Product
5. Service Marketing Strategies

Unit V: Marketing implications of corporate strategy decisions

1. Marketing implications of corporate strategy decisions
2. Identifying Market opportunities: External & Internal Analysis
3. Forecasting & Scenario Building for strategic flexibility
4. Understanding Customers, Segmentation, Targeting, Differentiation & Positioning
5. Pricing Strategy & Management

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEM407	DSE	Strategic Marketing Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical; **C** - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. Cravens,David W&Piercy,Nigel F. (2009).*Strategic Marketing*. India: McGraw-Hill Higher Education.
2. Ranchod, Ashok&Gurau,Calin(2010).*Marketing Strategies: A contemporary approach*. Delhi: Pearson India.
3. Xavier, M.J (2010).*Strategic Marketing*. Delhi: Response Books.
4. Pride, Willaim M &Ferrell O.C (2010).*Marketing: Planning, Implementation, Control*. Boston: Cengage Publishing.
5. Kerin, Roger& Peterson, Robert (2012).*Strategic marketing problems: Cases &Comments*. Delhi: Pearson.

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MBAIEM408 CUSTOMER RELATIONSHIP MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEM408	DSE	Customer Relationship Management	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

This course emphasizes the importance of customer relationships. It aims to teach the basic principles involved in managing customer relationships.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Describe methods to make your company's customer service more central.
2. Develop a winning customer service strategy

COURSE CONTENT

Unit I: Customer Relationship Management Introduction

1. Meaning and Definition of CRM
2. Importance of CRM
3. Concept and Growth of Relationship Marketing
4. Scope of Relationship Marketing
5. concept of Lifetime Customer and Customer Loyalty
6. Benefits and difficulties of CRM

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEM408	DSE	Customer Relationship Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: CRM Process and Implementation

1. Introduction
2. Customer Development Process
3. Customer Retention
4. Customer satisfaction
5. Customer Retention Strategies
6. Customer Life Time Value
7. CRM process for B2B markets

Unit III: Technological Support in CRM

1. Introduction, technological Applications in CRM
2. Types of Technological Applications in CRM
3. Customer Databases and Information Systems
4. Database Marketing Strategies
5. Customer Loyalty

Unit IV: E-CRM – Emerging Trend in CRM

1. Introduction,
2. Importance of E-CRM in Service Marketing
3. Challenges involved in formulating and implementing e-CRM strategies
4. Five engines of E-CRM
5. Evolution of e-customer and e-marketing
6. E-CRM for personalized services

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEM408	DSE	Customer Relationship Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit V: Relationship Development Strategies

1. Organizational Pervasive Approach
2. Managing Customer Emotions
3. Brand Building through Relationship Marketing
4. Service Level Agreements
5. Relationship Challenges

Suggested Readings

1. Mukerjee,Kaushik (2007).*Customer Relationship Management*. Delhi: PHI.
2. Mohamed ,M.Peeru(2000).*Customer Relationship Management*. Delhi: Vikas Publication.
3. Gopal, V.V (2005).*CRM in Banking & Insurance*. Hyderabad:ICFAI University Press.
4. Balasubramaniyan, K. *Essence of Customer Relationship Management*. learn Tech press

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List of Electives (Finance)

Semester – IV

- MBAIEF403 Investment Analysis and Portfolio Management
- MBAIEF404 Rural Banking and Micro Finance
- MBAIEF405 Mergers and Acquisition
- MBAIEF406 Foreign Exchange Market
- MBAIEF407 Enterprise Risk Management
- MBAIEF408 Financial Derivatives and Risk Management

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MBAIEF403 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEF403	DSE	Investment Analysis and Portfolio Management	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objectives of this course is to provide the students in depth understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Provide understanding of the concepts used in investment analysis
2. Identification of effective investment techniques
3. Understanding of importance of Portfolio Management

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF403	DSE	Investment Analysis and Portfolio Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE CONTENT

Unit I: Introduction

1. Introduction: Concept of Investment, Investment V/S Speculation
2. Financial and Economic Aspect of Investment
3. Types, Characteristics and Objectives of Investment
4. Operations of Indian Stock Market; New Issue Market; Listing of Securities

Unit II: Risk and Return

1. Risk Return: Concept Of Risk and Return
2. Systematic and Unsystematic Risk
3. Multifactor Model of Risk & Return, Efficient capital Markets
4. Concept of Beta, Capital Assets Pricing Model

Unit III: Valuation of securities

1. Securities Valuation: An Introduction to Security Valuation
2. Macroeconomic & Market Analysis
3. Valuation of Bonds: Bond Fundamentals, Bond Valuation Models: PV Model
4. Bonds Yield, Measures Duration
5. Modified Duration
6. Concept of NAV

Unit IV: Bond Valuation

1. Bond Value Theorem. Valuation of Equity: Constant Growth Model
2. Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models
3. Valuation Of Preference Shares
4. Valuation of Warrants, Rights Issued
5. Portfolio Concepts: Portfolio and Security Returns
6. Factor Models and Arbitrage Pricing Theory. Portfolio Investment Process.

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF403	DSE	Investment Analysis and Portfolio Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit V: Fundamental Analysis and Technical Analysis

1. Fundamental Analysis and Technical Analysis
2. Dow Theory, Elliott Wave Theory, Efficient Market Theories
3. Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures
4. Portfolio Management Strategies: Bond Portfolio Management Strategies and Equity Portfolio Management Strategies

Suggested Readings

1. Donald, E. Fischer and Ronald, J. Jordan (2007). **Security Analysis and Portfolio management**. Pearson Education.
2. Bhall, V.K (2008). **Investment Management**. New Delhi: Sultan Chand.
3. Chandra, Prasanna (2009). **Investment Analysis and Portfolio Management**. New Delhi: TMH.
4. Avadhani, V. A. (2008) **Securities Analysis and Portfolio Management**. Mumbai: Himalaya.
5. Sharpe, William F., Alexander Gordon J. and Bailey Jeffery V. (2009). **Fundamentals of Investments**. New Delhi: Prentice Hall.
6. Reilly Frank K. and Brown Keith C. (2009), **Investment Analysis Portfolio Management**. Cengage learning.
7. Jones, Charles P. (2009). **Investments – Analysis and Management**. New York: John Wiley.
8. Bhat, Sudhindra (2009). **Security Analysis and Portfolio Management**. New Delhi: Excel Publication.
9. Hull John C. (2009). **Options, Futures and other Derivatives**. Pearson Education.

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MBAIEF404 RURAL BANKING AND MICRO FINANCE

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS
			THEORY			PRACTICAL		L	T	P	
END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*							
MBAIEF404	DSE	Rural Banking And Micro Finance	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective is to prepare students to take on roles as policy analysts and technical advisers on Microfinance and Development in foundations, governments, multilateral development institutions and international agencies.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Provide the students' understanding of the role of microfinance Institutions (MFIs) and banks in providing financial services to poor and low-income Customers in developing countries.
2. Equip students with Problems and prospects of Rural Banking.

COURSE CONTENT

Unit I: Rural India

1. Rural India: Demographic features-Economic features
2. Rural poverty-main causes and methods of measuring rural poverty
3. Rural Infrastructure-Rural Development Policy-Govt. policies and programmes
4. Economic Reforms and its impact on rural economy

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF404	DSE	Rural Banking And Micro Finance	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Financing Rural Developments

1. Financing Rural Development: Functions and policies of RBI and NABARD
2. Rural Credit Institutions-Role and functions
3. Role of Information and Communication Technologies in rural banking
4. Regulation of Rural Financial Services

Unit III: Problems and prospects of Rural Banking and Microfinance

1. Problems and prospects of Rural Banking: Problems of rural branches of commercial banks and regional rural banks
2. Definition of Microfinance
3. Characteristics of microfinance clients
4. Evolution and Characteristics of Microfinance in India
5. Microfinance as a development strategy; microfinance as an industry
6. Microfinance Delivery Methodologies
7. Impact of Microfinance

Unit IV: Microfinance institutions

1. The importance of institutions
2. Introduction to the process and tools of institutional assessments for MFIs
3. Types of financial institutions offering microfinance services

Unit V: Microfinance Macro Issues and Choice

1. Macro effects of microfinance
2. Financial systems levels and microfinance
3. The role of governments in microfinance; national microfinance policies

Legal and Regulatory Framework

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF404	DSE	Rural Banking And Micro Finance	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. Desai, Vasantha (2009). *Indian Banking-Nature and Problems*. Mumbai: Himalaya Publishing House.
2. Khan, M.Y. (2009). *Indian Financial System*. New Delhi: Tata McGraw Hill Publishing Company Ltd.
3. Pai, Panandikar & Mehra, N.C. *Rural Banking*. Pune: National Institute of Bank Management.
4. Guruswamy, S. (2001). *Banking in the New Millennium*. New Delhi: New Century Publications.
5. Uppal, R. K. & Kaur, Rimpi (2006). *Banking Sector Reforms in India*. New Delhi: New Century Publication.
6. Uppal, R.K. & Pooja (2009). *Transformation in Indian Banks-Search for better tomorrow*. New Delhi: Sarup Book Publisher Private Ltd.
7. Mehrotra, Shyam Ji. *New Dimensions of Bank Management*. New Delhi: Skylark Publications.

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MBAIEF405 MERGERS AND ACQUISITION

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS
			THEORY			PRACTICAL		L	T	P	
END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*							
MBAIEF405	DSE	Mergers And Acquisition	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisition and corporate restructuring are implemented.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Familiarize the students with the concept of Mergers and Acquisition
2. Equip students with understanding of how Mergers and Acquisition can be used successfully as well as its pitfalls, dangers and risks.

COURSE CONTENT

Unit I: Introduction

1. Meaning of mergers and acquisitions (M & A)
2. Motives behind the M & A
3. Advantages and disadvantages of M & A
4. Types of mergers and steps for a successful merger

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF405	DSE	Mergers And Acquisition	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Legal Aspects of Mergers/ Amalgamation and Acquisition

1. Legal Aspects of Mergers, Amalgamation and Acquisition
2. Provisions of the Companies Act, 1956 relating to M & A
3. Buyback of shares, provisions of SEBI act
4. Takeover Code: Scheme of Amalgamation
5. Approval from Court
6. Valuation of a Business

Unit III: Methods of Valuation

1. Valuation approaches
2. Basis of valuation
3. Different methods of valuation,

Unit IV: Acquisitions

1. Meaning and Concept
2. Types of Takeovers
3. Legal Aspects – SEBI Takeover Regulations
4. Disclosure and Open Offer Requirements Bail out Takeovers and Takeover of Sick Units
Takeover Defenses
5. Cross Border Takeovers

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF405	DSE	Mergers And Acquisition	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit V: Accounting for Amalgamation

1. Methods of accounting for amalgamation, meaning of consideration
2. treatment of goodwill, reserves and other profits
3. Meaning of demerger,
4. Characteristics of demerger,
5. Structure of demerger, and tax implication of demergers
6. Meaning of LBO, MBO, MLP

Suggested Readings

1. Gaughan, Patrick A. (2010). *Mergers, Acquisitions, and Corporate Restructurings*. New Jersey: John Wiley & Sons, Inc.
2. Donald M. De Pamphilis (2015). *Mergers, Acquisitions, and Other Restructuring Activities*. Amsterdam: Academic Press.
3. Robert F. Bruner (2004). *Applied Mergers and Acquisitions*. United States: John Wiley & Sons.

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MBAIEF406 FOREIGN EXCHANGE MARKET

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEF406	DSE	Foreign Exchange Market	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

1. To understand how the foreign Exchange Market operates.
2. To understand the principles of Currency valuation.
3. To explain techniques that can be used to hedge foreign exchange risk.
4. To create an understanding on foreign exchange Management in India.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Understand the international currency markets, currency pairs, how foreign currency trades, the global trading centers, and the global trading day.

COURSE CONTENT

Unit I: Introduction to Foreign Exchange Market

1. Foreign Exchange Markets and Transactions
2. Important terms & concepts
3. Foreign Exchange & Euro currency
4. Foreign Exchange dealing & quotations
5. Foreign Exchange brokers & mechanism of foreign exchange transfers

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF406	DSE	Foreign Exchange Market	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Foreign Exchange Management

1. The risks element in foreign exchange markets
2. Need & Importance of foreign exchange management
3. Methods adopted (spot & forward, arbitrage, cross currency deals, swaps, options & futures)

Unit III: Foreign Exchange Market in India

1. Impact of liberalization & globalization in India's foreign exchange market
2. RBI's role in directing & controlling foreign exchange market
3. The pros & cons of full convertibility of Indian currency
4. FEMS & the Indian foreign exchange market
5. Indian multinationals & their impact on foreign exchange

Unit IV: Gold & Bretton Woods Systems

1. Gold & Bretton woods systems
2. Fixed & Floating exchange rate system
3. Adjustable peg system
4. Crawsling peg exchange rate system
5. Snake in the tunnel system

Unit V: Bond valuations, Price Yield relationship, Bond Price forecasting

1. Introduction, Futures and Forwards
2. Forward and Futures – A Quick Look
3. Hedging with Futures
4. Pricing of Futures and Arbitrage Conditions and Stock Index Futures

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF406	DSE	Foreign Exchange Market	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical; **C** - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. Steve Anthony (2003) , *Foreign Exchange in Practice: The New Environment*, New York: Palgrave Macmillan.
2. Apte, P.G. (2010). *International Financial Management*. New Delhi: Tata McGraw Hill
3. Madura, Jeff (2008).*International financial Management*. Cengage Learning.
4. Shapiro, Alan C. *Multinational Financial Management*. New Delhi: John Wiley & Sons.
5. Vij, Madhu (2010). *International Financial Management*. New Delhi: Excel books.
6. Clark, Gohraim (2008). *International Financial management*. Cengage Learning
7. Srivastava, R. M. (2008). *Multinational Financial Management*. New Delhi: Excel books
8. Bhalla, V.K. (2008). *International Financial Management*: Text and Cases. New Delhi: Anmol Publications.

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MBAIEF407 ENTERPRISE RISK MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEF407	DSE	Enterprise Risk Management	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

This course aims to develop expertise in several aspects of Enterprise Risk Management including a thorough understanding of enterprise risk management, Operational Risk Management etc.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Provide students with a framework, process, skills and tools for the critical analysis of issues relating to an enterprise risk management (ERM) program.
2. Familiarize the students with the organization's internal culture and external environments relate to risk management program.
3. Demonstrate an understanding of risk management frameworks for financial organizations and in different regulatory environments.

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF407	DSE	Enterprise Risk Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE CONTENT

Unit I: Introduction

1. Approach to risk management - Business growth through risk taking
2. Introduction to enterprise risk management (ERM)
3. Benefits of ERM
4. The Risk Management Process
5. Analyzing the Business - Risk Identification -Risk Evaluation - Risk Planning - Risk Management

Unit II: Financial Risk Management

1. Financial Risk Management: Definition, Scope, benefits
Liquidity risk - Credit risk - Default risk - Borrowing - Currency risk - Funding risk
2. Foreign investment risk
3. Operational Risk Management: definition, scope, benefits and implementation of operational risk
4. Technological Risk: Definition, scope, benefits and implementation of technology risk management - Primary technology types - Responding to technology risk

Unit III: Types of Risk

1. Economic Risk: Definition, Scope, benefits and implementation of economic risk management
2. Macroeconomics - Government policy , Aggregate demand ,Aggregate supply - Employment levels ,Inflation
3. Interest rate risk
4. Currency risk. Environmental Risk: Definition, Scope, benefits and implementation of environmental risk management
5. Energy sources , Use of resources , Pollution

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF407	DSE	Enterprise Risk Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit IV: Legal Risks

1. Legal Risk: Definition, Scope, benefits and implementation of legal risk management
2. Business law, Companies, Intellectual property
3. Employment Law, Contracts - Criminal liability in business
4. Computer misuse
5. Political Risk

Unit V: Market Risk

1. Market Risk: Definition, Scope, benefits and implementation of market risk management
2. Market structure ,Product lifecycle stage
3. Alternative strategic directions
4. Price elasticity/sensitivity
5. Social Risk: Definition, Scope, benefits and implementation of social risk management

Suggested Readings

1. Duckert, G.H. (2010). *Practical Enterprise Risk Management: A Business Process Approach*. England: John Wiley & Sons.
2. Hampton, John J. (2009). *Fundamentals of Enterprise Risk Management, How Top Companies Assess Risk, Manage Exposures, and Seize Opportunities*. New York: American Management Association.
3. Olson, David L. and Wu, Desheng (2010). *Enterprise Risk Management Models*. Singapore: Springer.
4. Cendrowski, Harry and Mair, William C. (2015). *Enterprise Risk Management and COSO: A Guide for Directors, Executives and Practitioners*. USA: John Wiley & Sons.
5. Vedpuriswar, A.C. (2007). *Enterprise Risk Management*. New Delhi: Viva Books

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MBAIEF408 FINANCIAL DERIVATIVES AND RISK MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEF408	DSE	Financial Derivatives and Risk Management	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; **DSE**- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to provide an introduction to derivative securities, the arbitrage relationships associated with them

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Equip students with understanding of derivative security markets, including call and put options, futures and forward contracts, and swaps
2. Develop analytical and integrative thinking in understanding and implementing the risk management practices

COURSE CONTENT

Unit I: Introduction to Derivatives

1. Introduction, History, Types, Uses and Need of Financial Derivatives
2. Evolution of Derivatives in India, Major Recommendations of Dr. L.C. Gupta Committee, Benefits of Derivatives in India
3. Derivatives Trading at NSE/BSE, Eligibility of Stocks, Emerging Structure of Derivatives Markets in India and Regulation of Financial Derivatives in India

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF408	DSE	Financial Derivatives and Risk Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Forward Market

1. Introduction, Pricing and Trading Mechanism
2. Features of Forward Contract, Classification of Forward Contracts
3. Forward Trading Mechanism, Forward Prices Vs Future Prices

Unit III: Future Market

1. Introduction, Evolution of Futures Market in India, Types, Functions and Growth of Futures Markets
2. Futures Market Trading Mechanism, Specification of the Future Contract
3. Clearing House, Settlement, Operation of Margins, Theories of Future prices
4. Future prices and Risk Aversion, Forward Contract Vs. Futures Contracts,
5. Hedging strategies using futures.
6. Commodity Derivatives:Introduction to Commodity Derivatives, Commodity Exchanges and Commodity Contracts. Pricing Commodity futures, hedging with Commodity Futures.

Unit IV: Option Market

1. Concept of Options, Types of options
2. Option Valuation, Options-Applications,
3. Hedging strategies with Options, Income generation with options,
4. Option trading strategies, Determinants of Option Prices
5. Binomial Option Pricing Model , Black-Scholes Option Pricing.

Unit V: SWAPS

1. Concept, Evaluation and Features of Swap
2. Types of Financial Swaps, Interest Rate Swaps
3. Currency Swap, Debt- Equity Swap.

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MBAIEF408	DSE	Financial Derivatives and Risk Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. **Derivatives and Risk Management** 1st Edition, Kindle Edition by Sundaram Janakiramanan
2. **Options, Futures, and Other Derivatives** by John C. Hull
3. Vohra, N.D. and Bagri, B.R. (2009). **Futures and Options**. New Delhi: Tata McGraw-Hill.
4. Redhead, Keith (2007). **Financial Derivatives: An Introduction to Futures, Forward, Options**. New Delhi. Prentice Hall of India.
5. Vohra, N.D. (2010). **Futures and Options**. New Delhi: Tata McGraw Hill.
6. Varma, Jayanth (2010). **Derivatives and Risk Management**. New Delhi: Tata McGraw Hill.
7. Clark, Gohraim (2008). **International Financial management**. Cengage Learning
8. Srivastava, R. M. (2008). **Multinational Financial Management**. New Delhi: Excel books.
9. Bhalla, V.K. (2008). **International Financial Management: Text and Cases**. New Delhi: Anmol Publications.

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MBA+Ph.D. - IV SEMESTER (2024-2026)

List of Electives (Human Resource)

Semester – IV

- MBAIEH403 Organizational Development
- MBAIEH404 Change Management
- MBAIEH405 Performance Management and Appraisal
- MBAIEH406 HR Issues in Mergers and Acquisitions
- MBAIEH407 International Human Resource Management
- MBAIEH408 Managerial Competencies and Career Development

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MBAIEH403 ORGANIZATIONAL DEVELOPMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEH403	DSE	Organizational Development	60	20	20	-	-	3		-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objectives of this course are to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD program.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To make students will understand the importance of Organization Development with reference to its history, values belief.
2. Students will also get understanding of various insights into design, development and delivery of OD program.

COURSE CONTENT

Unit I: Introduction

1. Definition, History and Assumptions
2. Characteristics of OD
3. Relevance of Organisational Development for Managers, Researches on OD

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - IV SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH403	DSE	Organizational Development	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: OD Practitioner and Process

1. Competencies of OD Practitioners
2. Process of OD - Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closures

Unit III: OD Interventions

1. OD Interventions: Concept, Characteristics, Factors Affecting OD Interventions.
2. Overview of Human Process Interventions: Introduction, Team Development Interventions, Interpersonal Development Interventions
3. Overview of Human Resource Interventions: Performance Appraisal, Reward Systems, Career Planning and Development
4. Structural Interventions: Socio-Technical Systems, Techno-Structural Interventions, Physical Settings and OD, Types of Techno-Structural Interventions

Unit IV: Evaluating OD Interventions:

1. Importance of Evaluating Interventions and Types of Evaluation,
2. Methods of Evaluating Intervention
3. Issues in OD

Unit V: Future of OD

1. Organizational Development and Globalisation
2. Emerging Trends in OD, Expanding the use of OD, Combining traditional “hard” business competencies and OD,
3. Creating whole system change, Using OD to Facilitate Partnerships and Alliances.

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH403	DSE	Organizational Development	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical; **C** - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. French, W.L. and Bell, C. H. (1999). Organization Development: Behavioral Science Interventions for Organization Improvement, Pearson Publications. 6th Edition
2. Ramnarayan, S and Rao, (2011). Organizational Development. Sage Publications
3. Cummings, G. T. and Worley, C. T (2008). Organizational Development And Change. South-Western Cengage Learning, Mason, USA.

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Choice Based Credit System (CBCS) in Light of NEP-2020

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MBAIEH 404 CHANGE MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEH404	DSE	Change Management	60	20	20	-	-	3		-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to expose the student to the process of Change Management, Implementation of Change and other related issues.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To make students understand Individual, Personal and Organisational Change.
2. To provide an insight on Application of Organisational Learning on Change Management

COURSE CONTENT

Unit I: Introduction to Change and Change Management

1. Change : Definition, Types, Forces of Change
2. Source of Resistance to Change: Individual and Organisational Factors
3. Techniques for reducing Resistance to Change
4. Change Management – Key Dimensions : Strategic, Operational – Technology, Process, People

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MBAIEH404	DSE	Change Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Individual and Personal Change

1. Individual Change: Kolb's Learning Cycle, Behavioral Approach to Change – Classical Conditioning, Reinforcement Strategies, Motivational Strategies (Theory X and Y, Herzberg Motivational Factors), Mc Gregor's Research Analysis
2. Personal and Change: Self Awareness, Self Analysis, Self Efficacy, Self Esteem and Self Worth.

Unit III: Groups and Change Management

1. Factors for Resistance to Change – The Affective Dimension, The Conative Dimension, The Cognitive Dimension
2. Dealing with Groups to Manage Change – Sensitivity Training, Team Building,
3. Self Managed Teams

Unit IV: Organisational Change

1. Organisational Change : Concept, Implementing Organisational Change
2. The Change Agents : Pros and Cons
3. Models of Change: ADKAR, Lewin's Three Step Model, Kotter's Eight Step Model and Action Research Model

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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH404	DSE	Change Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit V: Implementing Change

1. Change and Organizational Development
2. Managing Effective Organizational Development
3. Change and Leadership
4. Change and Organisational Culture

Suggested Readings

1. Murthy, C.SV. (2008). *Change Management*. Himalaya Publishing House. New Delhi
2. McWhinney, W., James, B., Webber, Douglas M. Smith, Bernie, J, Novokowsky, (1997). *Creating Paths of Change*. Sage Publications. New Delhi.
3. <https://digitalcommons.usu.edu/cgi/viewcontent.cgi?article=1142&context=honors>(Retrieved on April 1, 2018)
4. <https://www.manageengine.com/products/service-desk/change-management-implementation.html>(Retrieved on April 1, 2018)

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MBAIEH405 PERFORMANCE MANAGEMENT AND APPRAISAL

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH405	DSE	Performance Management and Appraisal	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of this course is to equip students with comprehensive knowledge and understanding of the performance management system in order to help them design, implement and manage effective performance system in their organisations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Understanding the importance and need of managing performance of employees.
2. Familiarity with various methods of appraising performance.
3. Acquiring in-depth knowledge on the entire process of performance management cycle and the related theories.
4. Understanding the linkage of performance with some of the contemporary HR interventions.
5. Appreciation of various soft aspects like ethics, motivation, etc. of performance management.

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MBAIEH405	DSE	Performance Management and Appraisal	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE CONTENT

Unit I: Introduction and Objectives of Performance Management

1. Historical evolution of performance appraisal
2. Concept, importance and objectives of Performance Management System (PMS)
3. Five-Factor model of personality and performance management.
4. Performance Management vs Performance Appraisal

Unit II: Methods of Performance Appraisal

1. Traditional methods
2. Modern methods
3. Current trends in PMS - balanced scorecard method, 360-degree appraisal
4. Overview of competency-based PMS, use of Performance-Potential (P-P) matrix

Unit III: Designing and planning a Performance Management System

1. Linking strategy with performance target
2. Interfacing job description with performance
3. Performance appraisal form and for-ats
4. Goal Setting Theory and Expectancy Theory
5. Preparing a performance plan – Goal Setting, concept of KRA, KPA, Target, KPI, etc.; SMART Goal.

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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH405	DSE	Performance Management and Appraisal	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit IV: Implementation of PMS

1. Performance review: steps of an effective performance review
2. Social Cognitive theory and Organizational Justice theory and its application in PMS
3. Performance feedback and importance of listening
4. Performance rating, normal distribution applied to performance scores.

Unit V: Other Aspects of PMS

1. Performance linked rewards
2. Issues and hurdles in PMS
3. Role of individuals, line managers, senior management, and HR professionals in PMS
4. Ethical and legal issues in PMS

Suggested Readings

1. Kohli, A.S. and Deb, T. (2008). *Performance Management*. New Delhi: Oxford University Press.
2. Sarma, A.M. and Rao, N. S. (2015). *Compensation System and Performance Management*. Mumbai: Himalaya Publishing House.
3. Rao, T. V. (2004). *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*. New Delhi: Sage Publications.
4. Kirk, R.F. (2013). *Performance Management*. E-Publication, Bookboon
5. Ashdown, Linda(2014). *Performance Management*. New Delhi: JBA Books
6. Rao, T. V. (2015). *Performance Management - Toward Organizational Excellence*. New Delhi: Sage Publications

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MBA+Ph.D. - IV SEMESTER (2024-2026)

MBAIEH406 HR ISSUES IN MERGERS AND ACQUISITIONS

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS
			THEORY			PRACTICAL		L	T	P	
END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*							
MBAIEH406	DSE	HR Issues in Mergers and Acquisition	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; **DSE**- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

To familiarize the students with the Conceptual Framework and Cultural Issues relating to Mergers and Acquisitions (M&A) and Organization integration. The course also explains various roles of HR functionaries in dealing with M&A.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To make student understand the basic concepts of mergers and acquisition and HR related issues involved in M&A.
2. To build competencies in the students to manage culture related issues during an M&A process.

COURSE CONTENT

Unit I: Conceptual Framework

1. Concepts of M&A
2. Organizational Growth through M&A
3. M&A in historical perspective
4. The Indian Scenario of M&A
5. HR Contributions towards M&A, Researches in M & A

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MBAIEH406	DSE	HR Issues in Mergers and Acquisition	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; DSE- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Understanding the Strategic Dynamics of M&A

1. Developing integration models
2. Human Due diligence
3. Implementing the integration plan

Unit III: HR Related Issues in M&A-I

1. Organizational Vision and Mission
2. Developmental structures and systems
3. HR policies
4. Managing Ambiguity
5. Attracting and retaining high performers

Unit IV: HR Related Issues in M&A-II

1. Managing lift-outs
2. Utilizing and managing excess manpower
3. Establishing of continuity and integration of culture
4. Managing insecurity and stress
5. Organizational Renewal

Unit V: HR Role in Managing M&A

1. Managing Change
2. HR Role in Managing change through M&A
3. M&A Phases and HR Role
4. Preliminary stage (establishing people and culture fit)
5. M&A Phase,Post M&A roles
6. Researches in M & A

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MBAIEH406	DSE	HR Issues in Mergers and Acquisition	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. Mendenhall, Mark E. (2005). *Mergers and Acquisitions: Managing Culture and Human Resources*. UK; Stanford University Press
2. Cooper, Cary L. and Sydney, F. (2007). *Advances in Mergers and Acquisitions*. India; Emerald Group Publishing Limited.
3. Charman, Andrea (1999).*Global Mergers & Acquisitions: The Human Resource Challenge*. Institute for International Human Resources, Society for Human Resource Management.

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MBAIEH407 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEH407	DSE	International Human Resource Management	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcome

1. Student will get insights knowledge of recruitment and selection and cultural factors in global context. This course will provide a look to the students at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

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			THEORY			PRACTICAL		L	T	P	CREDITS
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MBAIEH407	DSE	International Human Resource Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE CONTENT

Unit I: Introduction of IHRM

1. Meaning, Objectives, Scope
2. Difference between domestic HRM and IHRM
3. International Human Resource Management Approaches – The Path to Global Status – Mode of Operation
4. Challenges of IHRM

Unit II: International Staffing & Performance Management

1. International Staffing: Executive Nationality Issues, Staffing Policies, Issues in Staff Selection
2. Multinational Performance Management – Factors associated with Individual Performance and Appraisal, Criteria Used for Performance Appraisal of International Employees

Unit III: Training and Development& Compensation

1. Expatriate Training – Developing International Staff and Multinational Teams
2. Approaches to International Compensation
3. Repatriation Impact

Unit IV: Labour Unions and IHRM

1. Key issues in International Labor Relations
2. Labor Unions and International Labor relations –The Response of Labor Unions to Multinationals

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH407	DSE	International Human Resource Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit V: Issues, Challenges, and Emerging Trends in IHRM

1. Managing people in an International Context – Human Resources Issues in Multinational Corporate, Researches in IHRM
2. Social Responsibility –IHRM Practices in India, USA and Japan

Suggested Readings

1. Dowling, P., Fasting, M. Engle A.D. (2008). *International Human Resource Management: Managing People in a Multinational Context*. New Delhi; Cengage Learnings
2. Sengupta, N. (2007). *International Human Resource Management*. New Delhi; Excel Books
3. Dennis R. Briscoe, Randall S. Schuler, Lisbeth Claus(2008). International Human Resource Management. UK; Taylor & Francis
4. Briscoe, D. R., Schuler, R. S., Tarique, I.(2011).*International Human Resource Management: Policies and Practices for Multinational Enterprises*. Routledge
5. <http://www.eiilmuniversity.co.in/downloads/IHRM.pdf> (Retrieved on April 1, 2018)

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MBAIEH408MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEH408	DSE	Managerial Competencies and Career Development	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to appreciate the importance of career strategies in a rapidly changing environment and to make students aware of various career orientations and strategies of individual career planning.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To enlighten the student the importance of career strategies, career path and career goals in a rapidly changing environment.
2. To develop an understanding in designing appropriate systems of organisational career development.

COURSE CONTENT

Unit I: Career Development

1. Career Development: Theoretical Foundations
2. Career Development in a Changing Environment
3. Concept of Career Anchor

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH408	DSE	Managerial Competencies and Career Development	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Professionalism

1. Becoming a Professional
2. Breaking-in Process
3. People, Relationships and Politics

Unit III: Competency Development

1. Concepts of Competence
2. Competency Approach to Development
3. Assessment Centre Approach to Competence Building

Unit IV: Career and Succession Planning

1. Career Paths
2. Career Transition and Plateauing
3. Succession Planning and Fast-Tracking

Unit V: Career Development

1. Dual-Ladder for Career Development
2. Mentoring for Employee Development
3. Career Development and Business Strategy
4. Special Issues and Researches in Career Development

Suggested Readings

1. **William, Tate**(1995).*Developing Managerial Competence: A Critical Guide to Methods and Materials*. Gower Publishing, Ltd
2. **Kroth, M. S., Christensen**, McKay(2009).*Career Development Basics*. American Society for Training and Development
3. **Jackson, T.**(2000).*Career Development*. Institute of Personnel and Development; CIPD Publishing
4. **McDonald**, Kimberly and **Hite**, Linda(2015). *Career Development: A Human Resource Development Perspective*. NY; Routledge

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List of Electives (Operations)

Semester – IV

- MBAIEO403 Materials and Procurement Management
- MBAIES405 Enterprise Resource Planning (ERP)
- MBAIEO405 Product Innovation and Planning
- MBAIEO406 Total Productive Maintenance
- MBAIEO407 Industrial Engineering
- MBAIEO408 Strategic Technology Management

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MBAIEO403 MATERIALS AND PROCUREMENT MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS
			THEORY			PRACTICAL		L	T	P	
END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*							
MBAIEO403	DSE	Materials and Procurement Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to expose students to understand basics of Materials & Logistics Management and its application.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Understand modern concepts and applications of logistics management in supply chain and global business environment.
2. Develop skills in analyzing and solving logistics problems and making decisions in logistics planning and scheduling.

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
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MBAIEO403	DSE	Materials and Procurement Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE CONTENT

UNIT I: Introduction

1. Materials Management - Evolution
2. Importance
3. Scope and Objectives
4. Interface with other functions
5. Concept of Logistics and Supply Chain Management and evolution to 4PL

Unit II: Logistics

1. Logistics - Objectives
2. Components, Significance.
3. Supply Chain Management – Objectives
4. Components, Significance
5. Trade off Customer Service & Cost

Unit III: Inventory Management

1. Inventory - Need of Inventory
2. Costs associated with Inventory
3. Classification of materials
4. ABC Analysis - VED, HML, FSN, GOLF, SOS
5. Types of Inventory - Basic EOQ Model
6. EOQ with discounts, Shortages

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			THEORY			PRACTICAL		L	T	P	
END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*							
MBAIEO403	DSE	Materials and Procurement Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit IV: Purchasing Management

1. Responsibilities of Purchase Department
2. Purchase Cycle
3. Negotiation & Bargaining
4. Vendor relations
5. Purchasing Methods
6. Global sourcing

Unit V: Materials Handling

1. Stores – Functions, Importance, Organization of stores & Stores layout.
2. Stores procedure – documentation
3. Standardization – need and importance. Codification – concept, benefits
4. Materials Handling - Principles of Materials Handling system
5. Materials Handling Equipments
6. Safety issues

Suggested Readings

1. Dobler, Donald.W & Burt (1996). *Purchasing and Supply Management*. USA; McGraw-Hill.
2. Dutta , A.K (2008). *Materials Management*. New Delhi; PHI.
3. Gopalkrishnan ,P (1993). *Handbook of Materials Management*.New Delhi ; PHI.
4. Arnold et al (2004). *Introduction to Materials Management*: New Delhi;Pearson Education.

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MBAIES405 ENTERPRISE RESOURCE PLANNING (ERP)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES405	DSE	Enterprise Resource Planning	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course is to help students to understand the basics of ERP, its uses and its application.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcome

1. Students will understand the basics of the basics of ERP, its uses and its application in present business scenario.

COURSE CONTENT

Unit 1: Introduction to ERP

1. Enterprise Resource Planning –Introduction
2. Need of ERP
3. Advantages of ERP
4. Growth of ERP

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES405	DSE	Enterprise Resource Planning	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: ERP and Related Technologies

1. Business process Reengineering (BPR)
2. Management Information System (MIS)
3. Decision Support Systems (DSS) Executive Support Systems (ESS)
4. Data Warehousing
5. Data Mining
6. Online Analytical Processing (OLTP)
7. Supply Chain Management (SCM)
8. Customer Relationship Management (CRM)

Unit III: Modules of ERP

1. ERP modules & Vendors Finance Production planning, control & maintenance Sales & Distribution Human Resource Management (HRM)
2. Inventory Control System
3. Quality Management ERP Market

Unit IV: ERP Implementation

1. ERP Implementation Life Cycles Evaluation and selection of ERP package
2. Project planning Implementation
3. Team training & testing
4. End user training & Going Live
5. Post Evaluation & Maintenance

Unit V: Post implementation of ERP

1. ERP Case Studies Post implementation review of ERP Packages in Manufacturing
2. Services

Suggested Readings

1. Leon, A. (2008). **Enterprise Resource Planning**. New Delhi; Tata McGraw-Hill Education.
2. Kumar, V & Venkitakrishna, N. K. (1998). **ERP - Concepts and Practice**. New Delhi; PHI.
3. Garg, Venkitakrishnan (2003). **ERP Concepts and Planning**. New Delhi; PHI Learning.

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MBAIEO405 PRODUCT INNOVATION AND PLANNING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEO405	DSE	Product Innovation and Planning	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The Objective of this course is to improve the understanding of and competence in making product-market choices, managing brands, and managing new product introduction. Explore the emerging concepts, techniques, and analytical approaches relevant to the above areas. The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Understand appropriate theoretical frameworks and models to evaluate product innovation situations and develop options and recommendations for new product investments.
2. Recognize the important relationship between marketing strategy choices and new product development decisions in an organization and apply these in new product choices.

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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO405	DSE	Product Innovation and Planning	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE CONTENT

Unit I: Product strategy

1. Product strategy Proposed Product Planning Model-Setting Objectives
2. Monitoring the Environment, Situation Analysis
3. Development of a Product/Market Program
4. Product Mix Strategy
5. Analysis of product line and product mix decisions

Unit II: Product Development

1. Idea generation
2. Concept and product development and evaluation
3. Business analysis
4. Characteristics of Successful Product Development
5. New Product Development Process and Organizations

Unit III: Test Marketing

1. Testing products and other critical elements of marketing mix
2. Test Marketing Objectives, Limitations of Test Marketing
3. Design Consideration in Test Marketing
4. Alternatives to test Marketing Procedures, Product Launch Tracking, Relaunch
5. Test market planning, evaluation, and introduction strategies

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO405	DSE	Product Innovation and Planning	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit IV: Capacity Planning

1. Capacity Planning
2. Integrated Production Planning and Control

Unit V: Materials Planning and Control

1. Materials Planning and Control: Input Required for Materials Planning and Control
2. Steps in Materials Planning and Control
3. Techniques of Materials Planning and Control
4. Scientific Stock Control Techniques (Inventory Control Models)

Suggested Readings

1. Saaksvuori, Antti (2009). *Product Lifecycle Management*. UK; Wiley.
2. Chapman, Stephen. N (2007). *Fundamentals of Production, Planning and Control*. US; Pearson Publications.
3. Muhleman, Alan (2007). *Production and Operations Management*. New Delhi; Pearson.
4. Shrivastava R. K. (2010). *Product Management & New Product Development*. Delhi; Excel Books.
5. Jhamb L.C (2001). *Production Planning and Control*. Pune; Everest Publications.
6. Sharma, Hari & Raghu, Rama (2000). *Production Planning and Control Concepts and Application*. New Delhi; Deep and Deep Publications.
7. Scott, Bill (1995). *Manufacturing Planning System*. London; McGraw-Hill Publications
8. Plossl ,George W & Licky's ,O. R. (1994). *Materials Requirement Planning*. New York; McGraw-Hill Publications.

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MBAIEO406 TOTAL PRODUCTIVE MAINTENANCE

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEO406	DSE	Total Productive Maintenance	60	20	20	-	-	3		-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

1. To apprise the students of modern approaches in the field of maintenance.
2. To provide sufficient knowledge base pertaining to scientific maintenance planning and management of plant and equipment.
3. To provide better insight into the ongoing global trends, pertaining to maintenance management.
4. To provide knowledge and understanding of human participation in maintenance through TPM

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Familiarity with the history of maintenance management practices
2. Understanding the evolution and benefits of adopting the culture of TPM, and
3. Understanding the TPM implementation steps and all other aspects of TPM.

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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO406	DSE	Total Productive Maintenance	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; DSE- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE CONTENT

Unit: I Introduction to Maintenance Management

1. Objectives and functions/ scope of Maintenance Management
2. Conventional types of maintenance – Breakdown or Corrective Maintenance, and Preventive Maintenance
3. Types of Preventive Maintenance models
4. Reliability, Availability and Maintainability

Unit: II Total Productive Maintenance Concepts

1. Stages of Maintenance Practices, from Preventive Maintenance to TPM
2. Productive Maintenance and Maintainability Improvement concepts
3. Definition and concepts of TPM

Unit: III TPM Fundamentals and Goals

1. Equipment Effectiveness and Six Big Losses
2. Measuring Equipment Effectiveness
3. Measures to overcome 'Six Big Losses'
4. Pillars of TPM

Unit: IV Implementing Total Productive Maintenance

1. The twelve steps of TPM development
2. Autonomous maintenance: Fundamentals and features of Autonomous Maintenance, Activities of Production and Maintenance departments under TPM programme, 7-step procedure for implementing Autonomous Maintenance.
3. TPM Small Group activities
4. Five 'S'

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO406	DSE	Total Productive Maintenance	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit: V Other Aspects of Maintenance Management

1. Maintenance Cost
2. Spare parts management
3. Condition Monitoring and Condition Based/ Predictive Maintenance
4. Routine Maintenance planning and scheduling
5. Planning and scheduling of major maintenance projects

Suggested Readings

1. Nakajima , S. (1992). *Introduction to TPM*. Chennai; Productivity Press.
2. Nakajima, S. (1989). *TPM Development Programme – Implementing Total Productive Maintenance*. Chennai; Productivity Press
3. Gopalakrishnan, P.& Banerji, A.K. (1991). *Maintenance and Spare PartsManagement*. New Delhi; Prentice – Hall of India Pvt. Ltd
4. Goto, F. (1992). *Equipment planning for TPM Maintenance Prevention Design*. Chennai; Productivity Press.
5. Levitt, J. (2010). *TPM Reloaded: Total Productive Maintenance*. New York: Industrial Press Inc.
6. Shirose, K (1992). *Total Productive Maintenance for Workshop Leaders*. Chennai; Productivity Press.
7. Shirose, K (1996). *TPM for Operators*. Chennai; Productivity Press.
8. Suzuki, T (1993). *New Directions for TPM*. Chennai; Productivity Press.

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MBAIEO407 INDUSTRIAL ENGINEERING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEO407	DSE	Industrial Engineering	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

To understand different aspects like: Plant location and its selection, Plant layout within the plant. It also helps to understand and apply different concept of production planning and control. Study of productivity and Work-study are important tools, after studying it student are able to apply it in the industry for productivity improvement

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Equip students with location decision and site selection
2. Understand plant layout knowledge for betterment of plant
3. Understand Production planning and control

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO407	DSE	Industrial Engineering	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE CONTENT

Unit I: Location Selection and Plant Layout

1. Nature of Location Decision
2. Importance of Plant Location
3. Choice of site for selection
4. Comparison of location
5. Principles of Plant layout and Types
6. factors affecting layout, methods

Unit II: Production Planning and Control

1. Types of Production systems and their Characteristics
2. Functions and objectives of Production Planning and Control
3. Sales forecasting: Techniques and Applications
4. Steps of Production Planning and Control: Process planning

Unit III: Productivity and Work Study

1. Definition of productivity
2. Application and advantages of productivity improvement tools
3. Reasons for increase and decreases in productivity
4. Areas of application of work study in industry
5. Reaction of management and labor to work study

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO407	DSE	Industrial Engineering	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; DSE- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit IV: Job Evaluations and Wage Plan

1. Objective
2. Methods of job evaluation
3. Job evaluation procedure
4. Merit rating (Performance appraisal)
5. Method of merit rating
6. Wage and wage incentive plans

Unit V: Industrial Legislation

1. Need for Industrial legislation
2. Factories act 1948
3. Industrial dispute act 1947
4. The Indian trade unions act 1926

Suggested Readings

1. Gavriel , Salvendy (2001). *Handbook of industrial engineering: technology and operations management*. UK; John Wiley and Sons Inc.
2. Chakrabarty , Amlan (2011). *Energy Engineering and Management*. New Delhi: PHI

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MBAIEO408 STRATEGIC TECHNOLOGY MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIEO408	DSE	Strategic Technology Management	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The Objective of this course is provide the students exposure to the concepts of technology management, and technology management issues like technology development, acquisition, absorption, diffusion and technology support systems.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Familiarize the students with the concepts of technology management
2. Understand Generation, Development and Technology Transfer

COURSE CONTENT

Unit I: Introduction to Technology Management

1. Concept and Meaning of Technology and Technology Management
2. Evolution and Growth of Technology
3. Role and Significance of Technology Management
4. Impact of Technology on Society and Business
5. Technology and competition
6. Forms of Technology-Process technology; Product technology

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO408	DSE	Strategic Technology Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Technology Acquisition

1. Technology Acquisition
2. Alternatives for Acquiring New Technologies
3. Reasons Compelling a Company for Obtaining a New Technology
4. Management of Acquired Technology
5. Economy of scale or Scale economy
6. Levels of scale; the measurement of scale
7. Factors affecting the choice of scale

Unit III: Technology Forecasting

1. Concept of Technology Forecasting
2. Characteristics of technology forecasting
3. Technology forecast method
4. Principles of technology forecasting
5. Technology Forecasting Process
6. Need and Role of Technology Forecasting

Unit IV: Selection and Implementation of New Technologies

1. Automation Decisions
2. New Technologies
3. Selection of a New Technology
4. Implementation of New Technology
5. Automation and automation technology
6. Automation decisions

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO408	DSE	Strategic Technology Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit V: Aspects and Issues in Technology Management

1. Technological Change- Characteristics of technological change
2. Classification of technological change
3. Impact of technological change
4. Technology Transformation
5. Technology and Socio-Economic Planning

Suggested Readings

1. Tarek, Khalil (2009). *Management of Technology*. Delhi: Tata McGraw Hill.
2. Burgelman, Robert (2009). *Strategic Management of Technology & Innovation* Boston: Tata McGraw Hill.
3. Narayanan, V.K (2010). *Managing Technology and Innovation for Competitive Advantage*: New Delhi: Pearson.
4. White, Margaret A (2008). *The management of Technology and Innovation* Boston: Cengage Learning.
5. Frenzel,C & Frenzel,J (2008). *Management of information Technology*. Boston: Cengage Learning.
6. Tidd, Joe (2006).*Managing Innovation:Integrating Technological Market and Organizational Change*. Australia: John Wiley & Sons.
7. Drucker, Peter F (2010). *Technology Management and Society*. London: Pam Books
8. Schilling, Melissa A. (2016).*Strategic Management of Technological Innovation*. Europe; McGraw-Hill.

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List of Electives (Systems)

Semester – IV

- MBAIES403 Information Technology
- MBAIES404 Software Engineering
- MBAIES405 Enterprise Resource Planning (ERP)
- MBAIES406 Modeling Techniques and IT For Operations Management
- MBAIES407 Virtual Marketing
- MBAIES408 Business Intelligence and Data Mining

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MBAIES403 INFORMATION TECHNOLOGY

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS
			THEORY			PRACTICAL		L	T	P	
END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*							
MBAIES403	DSE	Information Technology	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of this course is to help students to understand the basics of Information Technology, its uses and its application in present business scenario.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Students will understand the basics of Information Technology, its uses and its application in present business scenario.

COURSE CONTENT

Unit I: Introduction to Computers and Internet

1. Introduction to Computers: Hardware - Software - Systems Software, Application Software and Packages
2. Introduction to Embedded Software.
3. Fundamentals of operating system- Windows, Unix/Linux.
4. Introduction to World Wide Web - Internet operations.
5. Emerging communication technologies

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES403	DSE	Information Technology	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Working with MS-Word and MS-Excel

1. Microsoft Word,
2. Microsoft Excel – Formulas, Graphs, Basis statistical formulae.

Unit III: Working with MS-Power Point

1. Microsoft Power Point – Creating effective presentations

Unit IV: Working with MS-Access

1. Microsoft Access - Introduction to DBMS concepts, Creating a database, Basic queries.

Unit V: HTML

1. HTML – Home page designing for each student using Microsoft FrontPage

Suggested Readings

1. Rajaraman, V. (2004). **Introduction to Information Technology**. New Delhi;PHI.
2. Turban, Rainer, Potter (2003).**Introduction to Information Technology**. UK; John Wiley and Sons.
3. Sinha, P., K., Sinha, P. (2002). **Foundation of Computing**. New Delhi; BPB Publications.
4. Ram, B. (2003). **Computer Fundamentals**. New Delhi; New Age Publications

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MBAIES404 SOFTWARE ENGINEERING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME							CREDITS	
			THEORY			PRACTICAL		L	T	P	
END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*							
MBAIES404	DSE	Software Engineering	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **MAJ/MIN-** Major/Minor Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

1. To familiarize students with the basics of software engineering

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which students will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Comprehend the basics of software engineering
2. Familiarize with models, agility, modeling, quality assurance, testing, and debugging
3. Apply the knowledge of software engineering in real life.

COURSE CONTENT

Unit I: Introduction to Software and Software Engineering

1. Meaning and Nature of the Software (Defining Software, Software Application Domains, Legacy Software)
2. Software Engineering and Practice (The Essence of Practice, General Principles)
3. The Software Process
4. Software Myths

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME										
			THEORY			PRACTICAL		Teachers Assessment*	Teachers Assessment*	L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam							
MBAIES404	DSE	Software Engineering	60	20	20	-	-	3	-	-	3		

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ/MIN-

Major/Minor Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Process Models

1. A Generic Process Model
2. The Waterfall Model
3. Incremental Process Models
4. Evolutionary Process Models

Unit III: Agile Development

1. Meaning of Agility
2. Agility and the Cost of Change
3. Agile Process
4. Agile Principles and the Politics of Agile Development

Unit IV: Modelling

1. Principles that guide process
2. Principles that guide practice
3. Principles that guide framework activity (Communication Principles, Planning Principles, Modeling Principles, Construction Principles, Deployment Principles)

Unit V: Quality Management, Testing and Debugging

1. Meaning of Software Quality Assurance (SQA)
2. Elements of Software Quality Assurance
3. Meaning of Testing, Black-box testing, white-box testing
4. Meaning of Debugging

Suggested Readings

1. Pressman S. Roger (2019). Software Engineering. A Practitioner's Approach. McGraw Hill Education (India) Private Limited
2. Aggarwal K.K. and Singh, Y. (2019). Software Engineering. New Age International Publishers
3. Jalote, P. (2018). Software Engineering: A Precise Approach. Wiley Publishers

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MBAIES405 ENTERPRISE RESOURCE PLANNING (ERP)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS	
			THEORY			PRACTICAL		L	T	P		
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBAIES405	DSE	Enterprise Resource Planning (ERP)	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course is to help students to understand the basics of ERP, its uses and its application.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcome

Students will understand the basics of the basics of ERP, its uses and its application in present business scenario.

COURSE CONTENT

Unit I: Introduction to ERP

1. Enterprise Resource Planning –Introduction
2. Need of ERP
3. Advantages of ERP
4. Growth of ERP

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES405	DSE	Enterprise Resource Planning (ERP)	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: ERP and Related Technologies

1. Business process Reengineering (BPR)
2. Management Information System (MIS)
3. Decision Support Systems (DSS) Executive Support Systems (ESS)
4. Data Warehousing
5. Data Mining
6. Online Analytical Processing (OLTP)
7. Supply Chain Management (SCM)
8. Customer Relationship Management (CRM)

Unit III: Modules of ERP

1. ERP modules & Vendors Finance Production planning, control & maintenance Sales & Distribution Human Resource Management (HRM)
2. Inventory Control System
3. Quality Management ERP Market

Unit IV: ERP Implementation

1. ERP Implementation Life Cycles Evaluation and selection of ERP package
2. Project planning Implementation
3. Team training & testing
4. End user training & Going Live
5. Post Evaluation & Maintenance.

Unit V: Post Implementation of ERP

1. ERP Case Studies Post implementation review of ERP Packages in Manufacturing
2. Services

Suggested Readings

1. Leon, A. (2008). ***Enterprise Resource Planning***. New Delhi; Tata McGraw-Hill Education
2. Kumar, V., Venkitakrishna, N. K. (1998). ***ERP - Concepts and Practice***. New Delhi; PHI
3. Garg, Venkitakrishnan (2003). ***ERP Concepts and Planning***. New Delhi; PHI Learning

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MBAIES406 MODELING TECHNIQUES AND IT FOR OPERATIONS MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS
			THEORY			PRACTICAL		L	T	P	
END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*							
MBAIES406	DSE	Modeling Techniques and IT For Operations Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course is to help students to understand modeling techniques, its uses and its application in operations management.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Students will understand modeling techniques, its uses and its application in operations management.

COURSE CONTENT

Unit I: Introduction to Business Modeling

1. Introduction to Business Modeling: Modeling – meaning and process, Certainty and uncertainty in models, importance of understanding data before modeling, modeling with spreadsheet in simple decision situations.

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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES406	DSE	Modeling Techniques and IT For Operations Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Linear Programming

1. Linear Programming: Application of LPP in operations management,
2. Formulation of LPP, simplex method, duality, Sensitivity Analysis.
3. Trans-shipment problems. Concept of Goal programming,
4. Goal programming model formulation.

Unit III: Decision Trees

1. Decision Trees: Concept, Application of Decision Trees in operations management.

Unit IV: Sequencing Problems

1. Sequencing Problems: Concept, Application
2. n jobs – 2 machines
3. n jobs - 3 machines
4. n jobs – m machines
5. Comparison of priority sequencing rules

Unit V: Dynamic Programming, Simulation, Design Experiment and Role of IT in Operations

1. Dynamic Programming: Conceptual Introduction to Dynamic programming.
2. Simulation: Concept, Applications in Operations management.
3. Design of Experiments: Concept and Introduction.
4. IT in Operations: Importance of IT in operations, IT as a competitive edge, Role of IT in – Design, Production Planning, Layout and Logistical operations.
5. Software in Operations: Introduction, characteristics and key features of software's for Project Scheduling, Logistics / Supply chain management and Quality management.

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MBAIES406	DSE	Modeling Techniques and IT For Operations Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. Vohra, N.D. (2006). *Quantitative Techniques in Management*. New Delhi; Tata-Mcgraw-Hill Publications
2. Sharma, J. K. (2001). *Quantitative Techniques for Managerial Decisions*. New Delhi; Macmillan India Ltd.
3. Bal Krishnan et al (2013). *Managerial Decisions Modeling with Spreadsheets*. New Delhi; Pearson Education
4. Gillette, B.E. (2008). *Introduction to Operations Research - A Computer Oriented Approach*. New Delhi; Tata McGraw Hill Publications
5. Taha Hatndy (2008).*Operations Research : An Introduction*. New Delhi;PHI
6. Render, Stair, Jr. (2009). *Quantitative Analysis for Management*. New Delhi;Pearson Education.

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MBAIES407 VIRTUAL MARKETING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES407	DSE	Virtual Marketing	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course is to help students to understand the basics of virtual marketing, its uses and its application.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcome

1. Students will understand the basics of the basics of virtual marketing, its uses and its application in present business scenario.

COURSE CONTENT

Unit I: Introduction to E Business Fundamentals and The Virtual Value Chain

1. E Business Fundamentals: Internet Basics: Internet, Intranet, Extranet, Portals, Web and Wireless. Concept of e-Business & e-Marketing. Markets (including B2C, B2B and C2C)
2. The Virtual Value Chain: Marketplace vs. Market space - Visibility, Mirroring Capability and New Customer Relationships - The Network Economy - "Moore's Law" and "Gilder's Law" - E-Marketplaces and Economic Impacts

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES407	DSE	Virtual Marketing	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Consumer Behavior on the Internet

1. Consumer Behavior on the Internet: Demographic, geographic, psychographic and behavioral factors important to e-Marketing. Motivations for shopping on the net - attributes of online shopping.
2. Information for Competitive Marketing Advantage: Marketing Research on the Net - Using Data Tools to Enhance Performance & for marketing intelligence.

Unit III: The Internet Marketing Mix

1. The Internet Marketing Mix: Continuum of purely virtual to purely physical products- Product in the Internet
2. Marketing Mix - presenting product online, building a brand – Price in the Internet
3. Marketing Mix - Importance of price competitiveness to e-Business - Place in the Internet
4. Marketing Mix : the importance of fulfillment, logistical considerations- Promotion in the Internet Marketing Mix - reaching the e-consumer

Unit IV: Customer Experiences on the Web

1. Customer Experiences on the Web: The web's 'unique capabilities' – Interactive communications with customers for - organizational learning, service capability, convenience.
2. e-Customer Relationship Management: The Economics of e-Loyalty - The importance of trust - The importance of focusing on the "right" customers - Price rational vs. price obsessive consumers, loyalists vs. butterflies - Upselling and crossselling. Relationship Capital – eCRM - Internet strategies facilitating CRM – including personalization, collaborative filtering, data mining, data warehousing and real-time profiling. Introduction to Operational, Collaborative, Analytical CRM.

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES407	DSE	Virtual Marketing	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit V: Virtual Communities

1. Virtual Communities: Building Partnerships through Community - User-Generated Content, Blogs
2. Legal and Ethical Issues: Privacy and Security Concerns - Electronic Payment System - Different types of payment modes, e-cash, e-check, e-money - E-Security – Firewalls, The Future of e Marketing.

Suggested Readings

1. Strass, E., Ansary, Frost (2003). *e-Marketing*. New Delhi; PHI
2. Carter, Brooks, Catalano, Smith (2007). *Digital Marketing for Dummies*. UK; John Wiley
3. Garikaparthi, Madhvi (2009). *eCRM-Concepts & Cases*. New Delhi; Himalya Publications
4. Jaiswal, M. P., Kaushik, A. (2002). *e-CRM: Business & System Frontiers*. New Delhi; Asian Books.

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MBAIES408 BUSINESS INTELLIGENCE AND DATA MINING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS
			THEORY			PRACTICAL		L	T	P	
END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*							
MBAIES408	DSE	Business Intelligence and Data Mining	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

1. To identify the use of data warehousing and data mining in different business applications.
2. To identify the different data warehouse architectures and data warehouse models.
3. To recognize the various data mining techniques.
4. To know how the data mining is useful in an e-commerce environment.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Students will understand the use of data warehousing and data mining in different business applications.
2. Students will understand the different data warehouse architectures and data warehouse models, various data mining techniques and use in e-commerce environment.

COURSE CONTENT

Unit I: Data Warehousing

1. Introduction and General Principle
2. On-line Transaction Processing (OLTP)
3. Data Warehouse (DW) Architecture Fundamentals, Data Mart
4. Approaches to Architecture | Top-down, Centralised | Bottom-up, Architected

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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES408	DSE	Business Intelligence and Data Mining	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; DSE- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II : Data Warehouse Process

1. Technical and Business Meta Data
2. Meta Data Process
3. Data Warehouse Design
4. Star and Snowflake Schemas
5. Online Analytical Processing (OLAP) Architecture
6. Multidimensional Database (MDD), Data Cubes
7. ROLAP Data Model
8. MOLAP Data Model, Logical Models for Multidimensional Information
9. Conceptual Models for Multidimensional Information
10. Query and Reporting, Executive Information Systems (EIS), Data Warehouse and Business Strategy

Unit III: Data Mining (DM)

1. Fundamental Concepts, Architectural Aspects of Data Mining
2. Data Mining Techniques
3. Data Mining Issues and Challenges

Unit IV: The Business Context of Data Mining

1. Data Mining for Process Improvement, Data Mining as a Research Tool
2. Data Mining for Marketing, Data Mining for Customer Relationship Management
3. Association Rules; Introduction and Overview, Discovering Association Rules, A Priori Algorithm, Partition Algorithm, Incremental Algorithm, Border Algorithm, Association Rules with item Constraints

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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES408	DSE	Business Intelligence and Data Mining	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; **DSE**- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit V: Classification and Clustering

1. Introduction, Clustering Paradigms, Partitioning Algorithm
2. K-means Clustering Algorithm, Hierarchical Clustering
3. Fuzzy c-means Clgorithm, Categorical Clustering Algorithm
4. Data Mining Tools; Decision Trees , Neural Networks, Genetic Algorithms, Rough Sets and Fuzzy Logic
5. Advanced Mining Techniques, Web Mining (Web content Mining, Web usage Mining, Web Structure Mining) and Mining for e-Business, Text Mining, etc.
6. DW and DM Applications, Business Intelligence, Customer Relationship Management with Case Studies.

Suggested Readings

1. Vercellis, C. (2009). ***Business Intelligence: Data Mining and Optimization for Decision Making***. Mumbai; Wiley
2. Berry, M.J.A., Linoff, G. S. (2010).***Mastering Data Mining: The Art and Science of Customer Relationship Management***. Mumbai; Wiley
3. Linoff, G.S., Berry, M. J. A.(2011).***Data Mining Techniques: For Marketing, Sales and Customer Relationship Management***. 3, Mumbai; Wiley

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