

**KLEF CENTRE FOR DISTANCE & ONLINE EDUCATION**  
**MBA PROGRAM STRUCTURE & SYLLABUS**  
**(ENTREPRENEURSHIP)**

	<b>Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>CR</b>
<b>SEMESTER I</b>							
1	22MB51C00	Quantitative Methods	3	0	0	0	3
2	22MB51C10	POM & Organizational Behaviour	3	0	0	0	3
3	22MB51C20	Business Economics	3	0	0	0	3
4	22MB51C30	Financial and Management Accounting	2	1	0	0	3
5	22MB51C40	Marketing management	3	0	0	0	3
6	22MB51C50	Business Environment (National and International)	3	0	0	0	3
7	22MB51C60	Business Legislation	3	0	0	0	3
8	22UC2109O	Logical Thinking skills for Managers	0	0	4	0	2
<b>SEMESTER II</b>							
9	22UC1203O	Design Thinking and Innovation	0	0	4	0	2
10	22MB52C10	Introduction to Business analysis & R Programming	3	0	2	0	4
11	22MB52C20	Business Research Methodology	4	0	0	0	4
12	22MB52C30	Human Resource Management	3	0	0	0	3
13	22MB52C40	Financial Management	2	1	0	0	3
14	22MB52C50	Operations management	3	0	0	0	3
15	22MB52C60	Information systems & ERP	3	0	0	0	3
16	22UC2107O	Professional Skills for Managers	0	0	4	0	2
<b>SEMESTER III</b>							
17	22MB61C00	Strategic Management	3	0	0	0	3
18	22MB61C20	Entrepreneurship & Family Business	3	0	0	0	3
19		ELECTIVE 1	3	0	0	0	3
20		ELECTIVE 2	3	0	0	0	3
21		ELECTIVE 3	3	0	0	0	3
22		ELECTIVE 4	3	0	0	0	3
23		Sectoral Elective 1	3	0	0	0	3
<b>SEMESTER IV</b>							
	22MB62C00	Leadership in Organisations	3	0	0	0	3
24	22MB62C10	Business Ethics & Corporate Governance	3	0	0	0	3
25		ELECTIVE 5	3	0	0	0	3
26		ELECTIVE 6	3	0	0	0	3
27		ELECTIVE 7	3	0	0	0	3

28		ELECTIVE 8	3	0	0	0	3
29		Sectoral Elective 2	3	0	0	0	3
30	22MB61E8O	Management Research Project	0	0	12	0	6

### ENTREPRENEURSHIP COURSES

		Course Name					
	22MB61E1O	Technology Innovation, Product Development & Prototyping	3	0	0	0	3
	22MB61E2O	Entrepreneurial Ecosystem	3	0	0	0	3
	22MB61E3O	Theories & Models of Techno Entrepreneurship	3	0	0	0	3
	22MB61E4O	Start-up Law, Ethics and Environment in India.	3	0	0	0	3
	22MB61E5O	Digital Marketing for Innovations	3	0	0	0	3
	22MB62E1O	Managing Operations for Technological Innovations in Start-ups	3	0	0	0	3
	22MB62E2O	Entrepreneurial Leadership	3	0	0	0	3
	22MB62E3O	Corporate and Social Entrepreneurship	3	0	0	0	3
	22MB62E4O	Venture Financing & Management	3	0	0	0	3
	22MB62E5O	Buying and selling a small business (M & A)	3	0	0	0	3

### SECTORAL BANKING

	Code	Course Name					
	22MB61B0O	Overview of Banking	3	0	0	0	3
	22MB62B1O	Banking Service Operations	3	0	0	0	3

### RETAILING

	Code	Course Name					
	22MB61R0O	Overview of Retailing	3	0	0	0	3
	22MB62R1O	Management of Retail Operations	3	0	0	0	3

### HEALTHCARE & HOSPITALITY MANAGEMENT

	Code	Course Name					
	22MB61D0O	Overview of Healthcare Management	3	0	0	0	3
	22MB62D1O	Management of Healthcare Operations	3	0	0	0	3

### INFORMATION TECHNOLOGY

	<b>Code</b>	<b>Course Name</b>					
	22MB61I0O	IT Enabled Services	3	0	0	0	3
	22MB62I1O	Marketing of Software Solutions	3	0	0	0	3

### RURAL & AGRICULTURAL MARKETING

	<b>Code</b>	<b>Course Name</b>					
	22MB61G0O	Overview of Agriculture & Rural Sectors in India	3	0	0	0	3
	22MB62G1O	Management of Agricultural & Rural Development in India	3	0	0	0	3

### PHARMACEUTICAL MARKETING

	<b>Code</b>	<b>Course Name</b>					
	22MB61P0O	Pharmaceutical Marketing Management	3	0	0	0	3
	22MB62P1O	Advanced Pharmaceutical Marketing Management	3	0	0	0	3

### ENTERTAINMENT

	<b>Code</b>	<b>Course Name</b>					
	22MB61E0O	Introduction to Entertainment Industry	3	0	0	0	3
	22MB62E1O	Digital Marketing in Entertainment	3	0	0	0	3

## 22MB51C00– QUANTITATIVE METHODS

Course Code	22MB51C00
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

### Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Identify the source of a quantifiable problem, recognize the issues involved and produce an appropriate action plan.	1	3
2	Translate a problem into a simple mathematical model to allow easier understanding and to aid problem solving	1	3
3	Employ <b>R Programming</b> software to solve problems	1	3
4	Calculate and interpret numerous statistical values and appreciate their value to the business Manager.	6	3

**Probability and Sampling, Introduction to R Programming.Sampling, Estimation, Correlation and Regression, Time series analysis, Index Numbers.**

### SYLLABUS

Probability and Sampling: Definitions and rules for probability, conditional probability independence of events, Bayes' theorem, and random variables. Probability distributions: Binomial, Poisson and Normal distributions.Introduction to R Programming.Sampling: Introduction to sampling, Basic Concepts, Types of Sampling. Sampling distributions, sampling distribution of mean and proportion, application of Central Limit Theorem.determining the sample size. Estimation: Point and Interval estimates for population parameters of large sample and small samples. Hypothesis testing: one simple and two sample tests for

means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way. Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test and Rank Test. Correlation and Regression: Meaning, Types of Correlation, measurement: graphic and algebraic, Scatter Plot, Pearson Correlation Coefficient, Rank Correlation: Spearman's Rank Correlation. Testing the significance of correlation coefficient. Regression: Meaning, Types. Estimating the regression coefficients. Testing the significance of regression coefficients. Index Numbers and Time Series Analysis: Time series analysis: Meaning and Components of Time Series. Variations in time series, Smoothing Methods: trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers: Unweight and Weighted Index numbers.

**RECOMMENDED TEXTBOOK(S):**

1. Levin R.I. and Rubin D.S., Statistics for Management. 8<sup>th</sup>edn. Pearson Education..
2. Amir D Aczel and Jayavel Sounder Pandian: Complete Business Statistic, 7e , McGraw Hill

**REFERENCE BOOKS:**

1. Anderson, Sweeny, Williams: Statistics for Business and Economics, 9e
2. Venables, W.N ; Introduction to R Programming, CRAN

**22MB51C10: POM & ORGANIZATIONAL BEHAVIOR**

Course Code	<b>22MB51C10</b>
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

**Mapping of Course Outcomes with PO/PSO :**

CO#.	Course Outcome	PO	BTL
1	Ability to manage people with an understanding of Individual behavior.	3	2
2	Ability to manage people with an understanding of the	5	2

	attitudes, motivation and learning on individual behaviour .		
3	Ability to manage groups with an understanding of the Group behavior and leadership.	3,5	2
4	Ability to perceive organizational culture and implement organization Change and Development interventions.	5	2

**Introduction to organizational behavior, foundations of individual behavior, perception, theories of motivation, Attitudes, Learning, Groups, leadership, Nature and cultural functions, organizational development.**

### **SYLLABUS**

Introduction to Organizational Behavior– : Evolution of management thought, five functions of management, Evolution of OB. models of OB (Autocratic, Custodial, Supportive, Collegial and SOBC), Importance of Organizational Behavior, Foundations of Individual Behavior: Personality- Personality determinants; Personality traits: MBTI – The Big Five Model, Major personality attributes influencing OB; Psycho-Analytic Theory – Johari Window – Values – Types of Values; Perception- Perceptual process; Factors influencing Perception; perceptual distortion; Linkage between perception and individual decision making Theories of Motivation – Hierarchy Needs Theory – Two-Factor Theory – Expectancy Theory; Applications of Motivation; Attitudes – Source of attitudes; Types of Attitudes, Attitudes and consistency – Cognitive Dissonance theory. Learning- Theories of learning; Principles of learning; Foundations of Group Behavior: Groups – Nature of groups; Types of groups; Stages of Group Development; Group Cohesiveness; Group Decision-Making; Leadership – Nature; Theories of leadership: Trait Theories, Behavioral Theories and Contingency Theories; Conflict Management- Transactions in conflict thought; Functional versus Dysfunctional conflict; The Conflict process; Conflict Management. Stress – Causes and consequences of stress; Stress management. Organizational Culture and Change Management: Nature; Culture’s Functions; Creating and sustaining Organizational Culture; Forces for change ; Resistance to change; Approaches to Managing Organizational Change – Lewin’s Model – Kotter’s Plan for Implementing Change; Organizational Development – Techniques of organizational development.

### **RECOMMENDED TEXTBOOK(S):**

1. Robbins, Stephen, Timothy, A & Vohra, N. “Organizational Behavior”, 14th Ed., Pearson Education. 2012.

### **REFERENCE BOOKS**

1. Mc Shane & Von Glinow, “Organizational Behavior”, 7<sup>th</sup> Ed. McGraw Hill Publications, New Delhi, 2014
2. Fred Luthans, Organizational Behaviour, 12<sup>th</sup> Ed., Prentice Hall, 2011.  
Jerald Greenberg & Robert A Baron, Behavior in Organizations, 9<sup>th</sup> Ed., Printice Hall India, 2010.

## 22MB51C2O: BUSINESS ECONOMICS

Course Code	<b>22MB51C2O</b>
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

### Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Apply the intuition for analyzing economic problems from a Managerial perspective in an organizational & business context. use the basic tools that structure the microeconomic problems for optimal decision making.	3,4	3
2	Analyze the theory of demand, forecast and estimation of demand for managerial decision-making.	3	4
3	Analyze different types of competition that exist in external Environment.	4	4
4	Analyze the Macro Economic Environment of the Organization	4	4

**Introduction to economics and managerial decision making, demand and advertisement analysis, production function, Market analysis, Macro economic concepts.**

### SYLLABUS

Introduction: Economics and managerial decision making; Managerial Economics, nature and scope of Managerial Economics; Tools of Managerial Economics; Risk, Uncertainty and Probability Analysis. Optimization techniques: Firm Theory: Objectives of the firm; Theory of the growth of the firm :Marris and Penrose; Role of a Managerial Economist

Demand and Advertisement Analysis: Concept of demand; Determinants of demand, Law of Demand; Elasticity of demand; Demand estimation and demand forecasting, Demand forecasting for consumer durables and capital goods. Techniques of demand forecasting. Advertising– Contribution of Economic

Theory: Methods of determining Total advertising budget; Cyclical Fluctuations of Advertising, Measuring the Economic Effects of Advertising

Production and Cost Analysis: Production functions, Long Run and Short Run Production Functions, The Cobb- Douglas Production function, Optimum input combination; Cost concepts, Short- run and Long- run cost functions, Cost curves, Economies of Scale; Introduction to pricing and pricing practices. Market analysis: Markets, Kinds of Competition; Features of different types of market structures, Price & Output determination under Perfect competition, Monopoly, Monopolistic competition, Oligopoly; Monopoly Policy –MRTP, Macro economic concepts: National Income, Measurement of National Income, Uses of National Income Statistics; Business Cycles, Stages of business cycles; Inflation, Types of Inflation, Impact of inflation, Measures to over come Inflation.

### **RECOMMENDED TEXTBOOK(S):**

Dominick Salvatore, Managerial Economics, Oxford publications, 2007.

### **REFERENCE BOOKS**

1. H.L.Ahuja, Managerial Economics, McGraw Hill, 2008.
2. Paul G.Keat, Philip K.Y.Young and Sreejata Banerjee, Managerial Economics, Pearson education, 2009.
3. P.L. Mehta, Managerial Economics, S.Chand& Sons, New Delhi, 2007.
4. D.N. Dwivedi ,Managerial Economics, Vikas Publications, New Delhi-2007.
5. G.S.Gupta, Macro Economics – Theory and Applications, The McGraw – Hill Companies, 2008

## 22MB51C30: FINANCIAL AND MANAGEMENT ACCOUNTING

Course Code	<b>22MB51C30</b>
L-T-P	<b>2-1-0</b>
Credits	3
Contact Hours	3
Pre requisite	Nil

### Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	To understand the accounting process in business.	1	2
2	To gain a knowledge on application of concepts and principles in preparing	6	2
3	To evaluate the tactical decisions of middle level managers relating to cost and management accounting	1	5
4	To analyze the financial statements and evaluate the decisions for better investment.	6	4

### Financial accounting, journal, ledger, ratio analysis, formats, marginal costing.

#### SYLLABUS

Financial Accounting: Accounting: Book keeping – Users of Accounting information – Classification of Accounting – Accounting concepts and conventions – Accounting standards and GAAP – Double entry system – Journal – Ledger. Trial Balance – Subsidiary Books – Cash Book. Trading and Profit & Loss Account - Balance Sheet with Adjustments (Problems) - Methods of Depreciation.- Ratio Analysis (problems); Issue of shares (entries) Companies Financial Accounts as per schedule 6 part I & Part II. Formats: Banking Accounts , Insurance Accounts and Electricity Accounts. Marginal Costing (Problems) – Break-even Analysis (Problems).

#### RECOMMENDED TEXTBOOK(S):

1. Libby, Financial Accounting, 6e Tata McGraw Hill, Delhi.

**REFERENCE BOOKS**

1. Horngren,HarrisonJr.Oliver, “Financial & Management Accounting by PHI
2. Colin Drury,”Cost& Management Accounting “ by Cengage Publishing
3. Horngren,HarrisonJr.Oliver, “Financial & Management Accounting by PHI
4. S N Maheshwari, “Accounting for Management”, Vikas Publishing House, 2009

**22MB51C40: MARKETING MANAGEMENT**

Course Code	<b>22MB51C40</b>
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

**Mapping of Course Outcomes with PO/PSO :**

CO#.	Course Outcome	PO	BTL
1	Explain the key terms, definitions, and concepts used in the study of Marketing Management and understand the changing Marketing Environment	PO1	2
2	Apply the knowledge of marketing concepts to strategize the marketing program regarding product and pricing	PO1,PO2	3
3	Apply the knowledge of marketing concepts to strategize the marketing program regarding promotion and distribution	PO1,PO2	3
4	Understand the need for ethics in marketing and the importance of social and green marketing	PO6	2

**Overview of marketing, buyer behavior, marketing mix, pricing decisions, branding, distribution decisions, digital marketing.**

## **SYLLABUS**

Overview of Marketing: Core concepts of Marketing; Marketing Orientations & Philosophies; Marketing Environment; Buyer Behavior; Marketing Planning Process; Consumer value and satisfaction; Identification and Analysis of Competitors. Market Segmentation, Targeting and Positioning strategies; Marketing Mix; The product; New Product Development; Product Life Cycle; Product Mix decisions; Branding; Packaging and Labeling. Pricing Decisions; Factors influencing Price – five “C”s; Pricing Techniques, Tactics & Strategies; Distribution Decisions; Channel alternatives; Choice of Channel; Channel Management, Channel Dynamics, Managing promotion Mix; Advertising, Personal selling, Sales Promotion and publicity, Integrated Marketing Communication Marketing Control techniques;

Marketing Audit; Social Marketing; Green Marketing; Web Marketing, Digital Marketing, Viral Marketing, Neuroscience Marketing.

## **RECOMMENDED TEXTBOOK(S):**

1. Philip Kotler - Principles of Marketing – 15th Edition, 2014, Prentice Hall, New Delhi.

## **REFERENCE BOOKS**

1. V. S. Ramaswamy and S. Namakumari- 3rd ed. Marketing Management, Prentice Hall, New Delhi.

2. Kotler and Keller, Marketing Management, 13th Edition, PHI New Delhi

3. Etzel, Walker, Stanton and Pandit, Marketing: Concepts and Cases, TMH – New Delhi

4. Philip Kotler & Gary Armstrong - Marketing Management, Prentice Hall

5. Case Studies in Marketing - Indian context - R. Srinivas, TMH, New Delhi

6. Marketing Management – Rajan Saxena, TMH, New Delhi

## 22MB51C50: BUSINESS ENVIRONMENT

Course Code	<b>22MB51C50</b>
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

### Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Outline various components of Business Environment.	2	2
2	Recognize, distinguish, paraphrase and explain the impact of business environment on business activities.	2	2
3	Understand the role of regional economic integration and political integration.	3	2
4	Apply Cognitive knowledge of global issues, to internationalize business.	3	3

**Introduction to Business Environment, Economic environment, Women and business, international business environment, international trade, theories and institutions.**

#### **SYLLABUS**

**Business Environment Introduction:** Concepts, Significance and Nature of Business Environment; Elements of environment: Internal and External; Techniques of Environmental Scanning and Monitoring, **Economic Environment of Business:** Significance and Elements of Economic Environment; Economic Systems, Economic Planning in India; Government Policies: Industrial & licensing Policy, Monetary Policy, Foreign Trade Policy, Fiscal Policy - GST; Demonetization; Competition Act, FEMA, Consumer Protection Act. **An overview of Globalization,** International business environment factors: The cultural environment; Political Environment & Legal Environment; International Institutions: World Bank, WTO, IMF, Govt. influence on trade & investment. Regional blocks, Cross national co-operation agreements- Tariff & Non-tariff barriers, EU, Modes of entry, Post-Covid effects on global business environment.

#### **RECOMMENDED TEXTBOOK(S):**

1. Justin Paul, Business Environment Text and Cases, 3e TMH.
2. Charles W Hill, International Business, 2012, McGraw-Hill, New Delhi.

**REFERENCE BOOKS:**

1. Shaik Saleem, Business Environment, 2E, Pearson, 2010
2. Fernando, Business Environment, IE, Pearson, 2011
3. Misra S. K & Puri V. K, Economic Environment of Business, 6E, Himalaya publishing house, 2010.
4. Justin & Paul, International Business, 2005 Prentice Hall, New Delhi
5. Francis Cherunilam, International Business, Fourth edition 2014, Prentice-Hall of India private ltd, New Delhi.
6. John D Daniel et.al., International Business- Environments & Operations, 14<sup>th</sup> ed. Pearson Education,
7. P Subbarao, International Business, 2006, Himalaya Publications, New Delhi.

**22MB51C60: BUSINESS LEGISLATION**

Course Code	<b>22MB51C60</b>
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

**Mapping of Course Outcomes with PO/PSO :**

CO#.	Course Outcome	PO	BTL
1	Apply core concepts in the legal structure of business.	1	3
2	The student will be able to interpret the main statutory provisions relevant to the business organization.	6	2
3	The student will be able to identify and explain the legal issues arising in some of the main day to day dealings of the business organization and provide advice or remedy for those issues.	6	2
4	The student will be able to provide advice or remedy for those legal issues.	6	4

**Law of contract, sale of goods act 1930, the negotiable instruments act, 1881, company law.**

## **SYLLABUS**

Law of Contract: Importance of Contract Act; Meaning and kinds of Contract; Essentials of a Contract; Performance of contract; Discharge of contract; Quasi Contracts. Special Contracts - Indemnity and Guarantee, Bailment and Pledge, Agency. Sale of Goods Act 1930: Sale and Agreement to Sell; Conditions and Warranties; Transfer of Property; Rights of Unpaid Seller. Indian Partnership Act 1932 - Meaning and Scope; Formation of Partnership; Registration of partnership; Kinds of partners; Rights, Duties and Liabilities of partners. Other business related laws: Salient features of Consumer Protection Act, Labour related laws, Cyber Law, Competition Law, The Negotiable instruments Act, 1881: Meaning of Negotiable Instrument; Types of negotiable instruments; parties to negotiable instruments; Negotiation (Endorsement and kinds of endorsement); Dishonour of negotiable instruments; Discharge and modes of Discharge of negotiable instruments. Company Law; Definition and characteristics of a company; Kinds of companies; Formation and advantages of incorporation of a company; Memorandum of Association; Articles of Association; Prospects; Directors powers and liabilities; Kinds of meetings; Winding up of a company.

## **RECOMMENDED TEXTBOOK:**

N.D Kapoor, Business Law – Sultan Chand & Sons.

## **REFERENCE BOOKS:**

1. R.C. Chawla & KC Garg – Mercantile and Industrial Law, Kalyani Publishers.
2. Gulshan SS, Business Law, Excel Books
3. Avatar Singh – Principles of Mercantile Law, Eastern Book Company
4. Gulshan & G.K. Kapoor, Business Law, New Age Publications
5. Related Bare Acts

## **22UC21090: Logical Thinking Skills for Managers**

L-T-P-S: 0-0-4-0 Credits: 2 Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No Course Outcomes PO BTL

CO1 Apply the concepts of mathematical principles besides logic and basic mathematical formulae to solve word based situational challenges. 2 2

CO2 Formulate the particulars of commercial math with logical tricks. 3 2

CO3 Estimate inductive reasoning, to categorize the rules-set from a given list of observations and relate them to predict the conclusions according to the given conditions. 3 2

CO4 Differentiate assumptions and arguments in critical reasoning. 2 2

### Syllabus

Numbers- Divisibility Rules, Units Digit, Remainders, LCM & HCF, Simplification, Square roots & Cube Roots, Decimals & Fractions, Problems On Ages, Ratio & Proportion, Partnership, Averages & Alligations. Percentages, Profit & Loss, Simple & Compound Interest, Time & work, Problems on Pipes, Speed, Distance & Time, Problems on Trains, Boats & Streams, Data Interpretation

Clocks, Calendars, Number & Letter Series and Analogy, Coding-Decoding, Odd Man Out, Blood Relations, Direction Sense, Puzzle Test. Syllogisms, Cubes, Cuboids & Dices, Logical Venn Diagrams, Number, ranking and time sequence test, Data Sufficiency, Statement & Conclusions, Statements & Assumption

Textbooks

1. Logical Reasoning, Arun Sharma, McGraw Hill.
2. Quantitative Aptitude Quantum CAT by Sarvesh K Verma, Arihant Publications
3. Quantitative Aptitude for CAT by Arun Sharma, Mc Graw Hill Education
4. Analytical & Logical Reasoning, Peeyush Bhardwaj, Arihant Publications.

Reference Books:

1. Quantitative Aptitude by R.S. Agarwal, SCHAND Publications.
2. A Modern Approach to Verbal Reasoning by R.S. Agarwal, SCHAND Publications.

### 22UC12030: DESIGN THINKING AND INNOVATION

Course Code	<b>22UC12030</b>
L-T-P-S	0-0-4-0
Credits	2
Contact Hours	4

Pre requisite	Nil
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**Syllabus:**

Design thinking an overview, Design Thinking for Contextualized Problem-Solving: Problem Selection/Definition Need for Cultural Relevance (Time, Space, and Environment). Empathy: definition, Empathic research: framing interview questions, focus groups, procedure to conduct skilled interviews, Insights from Empathetic research, Define: Developing user personas, nuggets from insights, laying customer journey maps, POV statements and POV questions to define user needs. Ideate: Techniques to generate, shortlist and evaluate Ideas: Rapid Estimation form and Solution concept form. Prototyping and Testing: Products vs. Services, Rough Prototypes, Testing Techniques, User Experience High-Fidelity Prototypes Entrepreneurial Innovation: Innovation Management, Business Model Basics, Financial Estimation, Pitch Decks, IPR Considerations.

Text Books:

1. David Lee: Design Thinking in Classroom. Ulysses Press: 2018
2. The Art of Innovation Lessons in Creativity from IDEO, America's Leading Design Firm by Tom Kelley: 2001

Reference Books:

1. Michael Lewrick, Patrick Link & Larry Leifer: The Design Thinking Play Book. Wiley Press: 2018

**22MB52C10: INTRODUCTION TO BUSINESS ANALYSIS AND R PROGRAMMING**

Course Code	<b>22MB52C10</b>
L-T-P	3-0-2
Credits	4
Contact Hours	3

Pre requisite	Nil
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**Mapping of Course Outcomes with PO/PSO :**

CO#.	Course Outcome	PO	BTL
1	Ability to make data driven decisions	2,4	3
2	Using R to input and output data	5,6	3
3	Generating Descriptive Statistical Reports	5,6	4
4	Data Visualization and story telling	5,7	4

**Business analytics, introduction to R programming, SPSS, Testing of Hypotheses with R, data visualization.**

**SYLLABUS**

Business Analytics – Definition, Market, Trends and People- The Paradigm Shift from Data to Insight and from Business Intelligence to Business Analytics – Categorization of Business Analytics: Descriptive, Predictive and Prescriptive Analytics. Introduction to R programming, Basic Features of R Studio. Variables, operators and Data Structures in R, Functions in R - Getting familiar with R data sets- Creating R data sets- Reading data files into R - Excel, txt, SPSS, SAS, html.

Object Oriented Programming in R -Assigning variable attributes- changing variable attributes – Basic Statistical functions; Looping functions in R. Testing Hypotheses with R : T-test, ANOVA, Chi-Square Test, Data Visualization - What and Why? - Telling Stories with Data. Visualizing Relationship- Spotting Differences – Visualizing time series data.

**RECOMMENDED TEXTBOOK(S):**

1. Michael Crawly, The R Book, 2<sup>nd</sup> Ed, John Wiley (2012)
2. Peter Dalgaard , Introductory Statistics with R, Springer(2008)
3. U Dinesh Kumar, Business Analytics, Wiley (2017)

**REFERENCE BOOKS**

1. Robert I. Kabacoff , R in Action, Manning, 2ed,
2. Sandeep Raksht, R programming for Beginners(2017), Amazon

## **22MB52C2O: BUSINESS RESEARCH METHODOLOGY**

Course Code	<b>22MB52C2O</b>
L-T-P	4-0-0
Credits	4
Contact Hours	3
Pre requisite	Nil

### **Mapping of Course Outcomes with PO/PSO :**

<b>CO#.</b>	<b>Course Outcome</b>	<b>PO</b>	<b>BTL</b>
1	Understand and independently apply the research process to business problems.	7	2
2	Evaluate different statistical methods that are applicable to specific research problems.	7	5
3	Take data driven business decisions.	3	3
4	Analyze organizational data using software packages	3	4

**Introduction to scientific Research, Thinking like a Researcher, Scaling of attitudes, Types of data, introduction to SPSS & R, Descriptive data analysis, report writing.**

#### **SYLLABUS**

Introduction to Scientific Research: Science and Scientific Research –History of Scientific Research- Types of Scientific Research – Research process – Defining Research Problem and Development of Research Hypothesis –Review of Literature: role and methods- Research design – Types - Ethical issues in Social Research.

Thinking like a Researcher: Unit of study -Study population- Concepts and Variables; Propositions, Hypotheses and Theories-Levels of measurement of variables: Scaling of attitudes. Reliability and validity of scales.Data Collection, Processing and Analysis: Plan for data collection; Census Vs Sampling- Sampling Design -Sample size determination; Types of data; Primary Vs Secondary Data - Primary Data : media used to communicate with respondents: Questionnaire, Interviews, Observation- Selection of an appropriate survey research design - Data Processing Editing, Coding, Classification and

Tabulation of data- Introduction to SPSS& R. Explorative Data analysis: Graphs and Diagrammatic presentation of data :Descriptive data analysis: Univariate and Bivariate Data Analysis-Confirmative Data Analysis - Stating hypothesis and hypothesis testing Report Writing: steps in report writing, Mechanics of report writing, precautions in research reporting.

**RECOMMENDED TEXTBOOK:**

William G. Zikmund : Business Research Methods, 8<sup>th</sup> edition, 2010,Cengage Learning.

**REFERENCE BOOKS**

- 1..AlanBryman and Emma Bell : ‘Business Research Methods, Third Edition, 2011, OUP.
- 2.Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, TMH, 2009.
- 3.C.R Kothari: Research Methodology: Methods & Techniques, 2/e, VishwaPrakashan, 2009.
- 4.Moser and Kalton : Survey Methods in Social Investigation, Second edition, ELBS.
- 5.Gaur: Statistical Methods for Practice and Research, Sage Publication,2009.
- 6.DipakKumar.Bhattacharya: Research Methodology, Excel Books, 2009)

**22MB52C30: HUMAN RESOURCE MANAGEMENT**

Course Code	<b>22MB52C30</b>
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

**Mapping of Course Outcomes with PO/PSO :**

CO#.	Course Outcome	PO	BTL
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1	Integrated perspective on role of HRM in modern business	3	2
2	Competency to recruit, train, and appraise the performance of employees	5	3
3	Rational design of compensation and salary administration and ability to handle employee issues	3,5	3
4	Ability to understand and interpret emerging trends in HR	5	3

**Introduction, manpower planning, HR process, Recruitment and selection, governance, Grievance, trade unionism, trends in HRM.**

**SYLLABUS**

Introduction: Importance and Functions, Scope of HRM, Human Resource Management in a changing environment; Manpower Planning: Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job design. Manpower Planning: Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job design. HR Processes: Employee Selection and Development - Recruitment, Selection and Induction, Training and Development, Performance Appraisal. Compensation Planning- Employee Compensation, Job evaluation, Employee Benefits and Welfare, Compensation and Salary Administration. Governance: Integration and Separation- Employee Discipline, Suspension, Dismissal and Retrenchment; Employee Grievance Handling, Trade Unionism, Collective Bargaining, Industrial Democracy. New Trends in HRM: HRM in India, HRM in International Firms, talent management, HR Accounting, HR Audit, HRIS

**RECOMMENDED TEXTBOOK(S):**

Dessler, Human Resource Management, Pearson Education, Eleventh edition, New Delhi, 2011.

**REFERENCE BOOKS**

1. Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, Patrick M Wright, Human Resource Management, 8<sup>th</sup> Ed., The McGraw Hill Pub, 2012
2. Louis & Gomitz Mejia et. al: Managing Human Resources, 7<sup>th</sup> Ed., Pearson Education, 2011.

**22MB52C40: FINANCIAL MANAGEMENT**

Course Code	<b>22MB52C40</b>
L-T-P	<b>2-1-0</b>

Credits	3
Contact Hours	3
Pre requisite	Nil

**Mapping of Course Outcomes with PO/PSO :**

CO#.	Course Outcome	PO	BTL
1	To gain a knowledge on availability of various sources of finance and markets for raising of funds.	1	2
2	To evaluate the long term and short term investment decisions	1, 5	5
3	To Evaluate the financing decisions by using different techniques of valuation.	5	5
4	To evaluate the dividend Decisions in relation to wealth maximization.	5	5

**Introduction to finance, time value of money, capital budgeting, financial leverage, dividend decisions, working capital management.**

**SYLLABUS**

Introduction to Finance: Nature and Scope of Financial Management, Goals& Objectives of Financial Management – Emerging Role of Financial Manager – organization of finance function--Sources of Finance-Long Term and Short Term Financing – Time Value of Money.

Capital Budgeting Decisions: Payback Period, Average Rate of Return, Net Present value, Internal Rate of Return, Profitability Index and Discounted Payback Period .Cost of Capital and Capital Structure: Capital Structure Theories, EBIT& EPS Analysis – Financial Leverage – Operating Leverage – Specific Cost of Capital and Weighted Average Cost of Capital. Dividend Decisions ,Dividend Theories–Forms of Dividend.WorkingCapital Management: Working Capital Management – Determinants - Working Capital Financing approaches –Estimation of working Capital - Cash Management - Receivables Management - Inventory Management. (Problems)

**RECOMMENDED TEXTBOOK(S):**

1. James C. Vanhorne , Financial Management

**REFERENCE BOOKS**

1. Jonathan Berk, Peter Demarzo, Financial Management, Pearson.
2. Prasanna Chandra, Fundamentals of Financial Management, TMH.
3. I. M. Pandey, Financial Management, Vikas Publications
4. ShashiK.Gupta, Financial Management by Kalayani Publications.

## 22MB52C50: OPERATIONS MANAGEMENT

Course Code	22MB52C50
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

### Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Illustrate the general concepts of overall plant and production management using appropriate analysis tools	1	2
2	Establish methods for maximizing productivity and understand the purpose of setting and attaining high levels of throughput and customer service	2,3	4
3	Optimize the use of resources which include: people, plant, equipment, tools	2,3	4
4	Make the best use of technology to achieve maximum efficiency, especially in the planning and control of operations	1,3	2

**Introduction and overview of operations management, operations strategy, project management, work study and method study, demand forecasting, supply chain management.**

## **SYLLABUS**

Introduction and Overview-Operations Management Strategy framework-Understanding similarities and difference among Products, Goods and Services-Historical Evolution of Operations Management-Changes & Challenges-Product development: Operations strategy- Product Strategy and Integrated Product Development- Process Strategy- Capacity Planning Decisions- Facilities Location Strategies.System Design-Facilities Layout and Material Handling Strategy-Group Technology-Flexible Manufacturing System. Project Management-CPM PERT. Productivity & Quality Tools-Productivity Concepts-Quality Circle-Kaizen-Value Analysis and Value Engineering – Statistical Quality Control-Work Study-Method Study &Work Measurement-Learning Curves-Work Sampling-control charts for Variables and Attributes.Planning and Managing Operations- Demand Forecasting-Supply Chain Management-Purchasing, Job Sequencing-Transportation problems-Assignment problems,Advanced Operations Management- Constraint management (TOC-Theory of Constraints) – Computer Integrated Manufacturing – DSS for Operations Management.

## **RECOMMENDED TEXTBOOK(S):**

1. Norman Gaither and Greg Frazier (2008)-Operations Management, 9th International Student Edition, South Western, Thomson Learning Inc.

## **REFERENCE BOOKS:**

1. O.P.Khanna, Work Study, DhanpatRai Publications, 2003
2. Chase et al, Production and Operations Management.
3. Everett Adam and Ronald Ebert, Production and Operations Management: Concepts, models and behavior, 5th edition, 2009.
4. William Stevenson, Operations Management, Tata McGraw Hill Company, New Delhi.
5. Nigel Slack, Stuart Chambers and Robert Johnston, Operations Management, fourth edition, Pearson

Course Code	<b>22MB52C60</b>
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

**Mapping of Course Outcomes with PO/PSO :**

CO#.	Course Outcome	PO	BTL
1	Understand Foundational concepts of Information Systems & ERP	1	2
2	Analyze the role of IS & ERP in organizations.	2	4
3	Evaluate the IS structures, Business Models	2	5
4	Evaluate the ERP Implementation Processes and Methodologies	1	6

**Business process and management, data and knowledge management, ERP.**

**SYLLABUS**

Business Process and Business Process Management. Information Systems (IS) ; Concept, Definition, components. Importance of IS in organizations. IS architecture, Managing Information resources. Data and Knowledge management: Data types, sources, data warehousing, data governance and knowledge management. Types of IS: Decision Making concept and process, MIS, DSS & ES, Functional Information Systems, Organizational Information Systems. Competitive advantage with IS. Managerial support systems, ERP-Introduction; Advantages; ERP and Business – value creation; Integrated Information Management; Enterprise and ERP, Business modeling; Integrated data model; To ERP or not to ERP – Strategic Options; Benefits of ERP: Quantifiable, Intangible, Risks: People, process, Technology, Implementation, Operational and Managerial risks. Introduction to ERP related technologies; Functional modules of ERP software; Implementation of ERP: Technological, Operational Business reasons, Life cycle; Implementation methodologies, transition strategies; People involved in implementation; Success and failure in implementation – factors. Operation and Maintenance of an ERP system.

**RECOMMENDED TEXTBOOK(S):**

1. Introduction to Information Systems, R. Kelly Rainer Jr. and Casey G. Cegielski, John Wiley and Sons, Inc. 2011
2. Alexis Leon (2008)- Enterprise Resource Planning, 2nd Edition, Tata Mcgraw Hill publishing company.

**REFERENCE BOOKS:**

1. Database Management System : Rajesh Narang, PHI, 2006.
2. Laudon&Laudon , Management Information Systems, Tata Mc-Graw Hill, New Delhi.
3. Gordon, Davis ,Management Information System-, Tata McGraw Hill, New Delhi, 2007.
4. Daniel, E.O' Leary (2002), Enterprise Resource Planning Systems, Cambridge University Press.

**22UC21070: Professional Skills for Managers**

**L-T-P-S: 0-0-4-0**

**Credits: 2**

**Prerequisite: Nil**

**Mapping of Course outcomes (CO) with program outcomes (PO):**

<b>CO No</b>	<b>Course Outcome (CO)</b>	<b>PO</b>	<b>BTL</b>
CO1	Updating grammar concepts and receptive skills to demonstrate in placement tests	5	2
CO2	Demonstrate intrapersonal in the process of setting the Goal.	5	2
CO3	Distinguishing different styles and forms of writing skills and using them while documenting	5	2
CO4	Able to present and communicate themselves effectively during discussions.	5	2

**Syllabus:**

Critical reading, Tenses, Active and Passive voice, Direct and Indirect speech, Spotting errors, Sentence completion, and Sentence rearrangement. Introduction to soft skills -Components of Soft Skills, Character Vs personality, Assertiveness, Building Confidence, Attitude, SWOT, Goal Setting

Writing Skills – Paragraph writing, Product and Process description, speaking from the script, and Report writing. Time Management, Presentation Skills, Public Speaking, Group Discussion, Leadership, Problem Solving-Decision Making, Etiquette, Body Language

**Textbooks:**

1. Objective English for Competitive Examination by Hari Mohan Prasad and Uma Sinha. McGraw Hill Education, 2017.
2. English Language Communication Skills, Cengage, 2014.
3. Effective Technical Communication by M Ashraf Rizvi, Tata McGraw Hill, 2010
4. Soft Skills by Dr. Alex, S. Chand Publications.

**Reference Books:**

1. Developing Soft Skills by Robert M. Sherfield, Rhonda J., Patrica J. Moodi; Cornerstone Publications.

1.

**22MB61C00: STRATEGIC MANAGEMENT**

Course Code	<b>22MB61C00</b>
L-T-P	3-0-0
Credits	3
Contact Hours	3

Pre requisite	Nil
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**Mapping of Course Outcomes with PO/PSO :**

CO#.	Course Outcome	PO	BTL
1	Understand basic concepts Strategic Management	1	2
2	Learning and developing competitive strategies.	3	3
3	Apply corporate restructuring.	5	3
4	Learning and Understand e business.	6	2

**Introduction to strategic management, competitive strategies, value chain, corporate restructuring, takeover strategies and defenses, the challenges of e-business strategy creation.**

**SYLLABUS**

Introduction to Strategic Management–Evolution of the concept of strategic management – Company Vision – Mission statements - Components of strategic management – The three levels of strategic planning – making strategic decisions. Strategic Management Process– Benefits and limitations of Strategic Management. Company Vision – Mission statements.Competitive Strategies – Cost leadership – differentiation – focus – other strategic issues – pitfalls of strategies – competitive strategies in different types of industries – formulation of strategies in an emerging industry – maturing industries – declining industries. Sustaining competitive advantage – Defining the value chain – the value chain and the buyer value – competitive scope and the value chain – value chain and the organizational structure. Corporate Restructuring: Forms of Corporate Restructuring: Expansion, Sell-offs, Turnaround Management, Joint Ventures and Strategic Alliances, Mergers & Acquisitions, Divestitures and Spin Offs. Takeover Strategies and Defenses: Kinds of Takeovers, Formulating e–business strategy :The challenges of e–business strategy creation: Top–down analytical planning, Bottom–up Just–do–it planning, continuous planning with feedback, – Roadmap to a move a company into e–business:

**RECOMMENDED TEXTBOOK(S):**

1. Fred R. David, Strategic Management, Prentice Hall, New Delhi, 2010
2. Strategic Management – An Integrated Approach, Charles Hill & Gareth Jones/ Biztantra

**REFERENCE BOOKS**

- 1) Hitt/Hoskisson/Ireland, Management of Strategy – Concepts and Cases, CENGAGE Learning, 2009.
- 2) Making Strategy, Colin Eden & Ackermann / Sage Publications
- 3) Pearce and Robinson, Strategic Management, McGraw Hill, New York, 2007.
- 4) Michael Porter, Competitive Strategy, Harvard University Press, New York, 2007.

5) Arthur Shaplin, Strategic Management, Tata McGraw Hill, New Delhi, 2007.

6) Competing for the Future, Prahalad and Hamel/ TMH

7) Strategic Management, Dr. P Subba Rao/ Himalaya Publishing House.

**22MB61C2O: ENTREPRENEURSHIP & FAMILY BUSINESS**

Course Code	<b>22MB61C2O</b>
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

**Mapping of Course Outcomes with PO/PSO :**

<b>CO#.</b>	<b>Course Outcome</b>	<b>PO</b>	<b>BTL</b>
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1	Understand and explain the key terms, definitions, and concepts used in Entrepreneurship Development and Construct a well-structured business plan	PO1,PO6	6
2	Understand and explain the concept of family business and managerial implications of family business and family myths	PO1	2
3	Understand the issues of leadership transition in family business and apply the knowledge of change management in the family business	PO3	3
4	Understand the schemes and support available for entrepreneurs from the government and institutional support for entrepreneurial development	PO4	2

**Introduction to entrepreneurship, environmental analysis, financing and managing the new venture, business development dimensions, introduction to family business, institutional support to entrepreneurship.**

**SYLLABUS**

Introduction to Entrepreneurship: Definition of Entrepreneur, Entrepreneurial traits, Entrepreneurial Culture, Administrative culture Vs Entrepreneurial Culture; Entrepreneur vs. Manager vs Intrapreneur; Role of Entrepreneurship in Economic Development; Woman as Entrepreneur. Creating and Starting the venture: Environmental Analysis - Search and Scanning, Assessment of Opportunities; Business Idea, Sources of new Ideas, Techniques of generating ideas; The Business Plan: Nature and scope of business plan, Writing Business Plan, Evaluating Business plans, Using and implementing Business plans. Financing and Managing the New Venture: Sources of Capital, Venture Capital. Introduction of Family Business – Conceptual Models of Family firms – Three dimension development Model – ownership development dimension – Family Developmental Dimensions – Business Developmental Dimensions; Four Classic Family Business types – Founders and the Entrepreneurial experiences – Growing and evolving family business – Complexity of family enterprise – Diversity of successions : Different Dreams and challenges. Narcissism, Envy And Myths In Family Firms Personality types – Managerial implications of dysfunctional narcissism – importance of individuation – power of envy – role of family myths and impact of family myths on family business – common personality characteristics of founder – common defensive structures in founder – maintaining the balance. Leadership Transition Options for tackling succession problem – inheritance – psychological pressure on new leaders – systematic view of business family – family system proposition – family scripts and rules – practical example of family system thinking – diagnosing family entanglements. Transition And Change 10 Lewin’s idea of change – model of individual change – major themes in the individual journey towards change – process of change within organization – change process in families – family focus or organizational focus. Institutional support to Entrepreneurship: Government policies and schemes for entrepreneurial development; Role of MSME, Directorate of Industries, District Industries centers (DICs), Industrial Development Corporation (IDC), Small Scale Industries Development Corporation (SSIDCs), Khadi and Village Industries Commission (KVIC), Technical Consultancy Organization (TCO), Small Industries Service Institute

(SISI), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

**RECOMMENDED TEXTBOOK(S):**

1. Robert Hisrich, Michael Peters and Dean Shepherd, Entrepreneurship, TMH, 10th Edition, 2017.
2. Generation to generation Life cycles of Family business – Lansberg, Iven – Harvard Business School publishing India Pvt Ltd.
3. “Family Business on the Couch – A psychological perspective” : Manfred F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent – Treacy – Wiley Publisher 2007.

**REFERENCE BOOKS:**

1. Baringer and Ireland, Entrepreneurship, 6th Edition, Pearson, 2018
2. P. Narayana Reddy, Entrepreneurship – Text and Cases, Cengage Learning India, I edition, 2010
3. "Corporate Entrepreneurship: Building The Entrepreneurial Organization" by Paul Burns published by Palgrave Macmillan, 3<sup>rd</sup> Edition 2013
4. Drucker F Peter “Innovation and Entrepreneurship”, 1985.Heinemann, London.

**22MB62C00: Leadership in Organizations**

**L-T-P-S: 3-0-0-0**

**Credits: 3**

**Prerequisite: Nil**

**Mapping of Course outcomes (CO) with program outcomes (PO):**

CO#.	Course Outcome	PO	BTL
1	Capacity to apply leadership in changing business environment	3	2
2	Equip the learners with skills, tactics, styles for leadership roles	3	2
3	Understanding of executing leadership in organizations	3	2
4	Ability to develop leaders in organizations	3	3

**Syllabus**

From Management to Leadership – Nature and Importance of Leadership –Difference between Leadership and Management – Leadership Theories – Trait Theories – Behavioral Theories – Scandinavian Studies – Contingency Approaches – Situational Theories - –Servant Leadership- Adaptive Leadership.Leadership Skills and Leadership Styles – Leadership Skills and Tactics – Social Skills- Persuasion Skills – Motivational Skills –Communication and Conflict Resolution Skills – Role Models – Story Telling — Leadership Styles-The Impact of Leadership Styles on Work Climate. Strategic Leadership by Executives-The Nature of Strategic Leadership-How leaders influence organizational

performance- Constraints on Executives- Conditions Affecting the Need for Strategic Leadership- Political Power and Strategic Leadership-Research on Effects of CEO Leadership-Strategic Leadership by Executive Teams,- Women CEOs. Leadership Development and Succession-Development through Self-Awareness and Self-Discipline-Development through Education, Experience and Mentoring-Leadership Development Programs.Developing next Generation Leaders - Leadership Development and Organizational Goals – Coaching Leaders -Leadership Succession -Choosing the Right CEO

**Textbooks:**

1. Yulk, Gary (2011).Leadership in Organizations, 7th e Pearson Education
2. Du Brin, Andrew J (2009), Leadership Principles, Cengage Learning, NewDelhi

**Reference Books:**

1. Allio, Robert J.(2005)Leadership Myths and Realities Tata Mcgraw Hill
2. Peter G Northouse (2013), Leadership: Theory and Practice, 6ed. Sage.

Course Code	<b>22MB62C10</b>
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

**Mapping of Course Outcomes with PO/PSO :**

CO#.	Course Outcome	PO	BTL
1	Gain knowledge about differences between ethics and morals, various ethical theories.	PO1	2
2	Have proficiency about the definition, objectives, natures and sources of ethics.	PO2	2
3	Have adequate knowledge in ethical issues in corporate governance, the problems of whistle blowing.	PO3	2
4	Become an expert in ethical issues in employer-employee relations, ethical issues in marketing.	PO4	4

**Values, norms and beliefs, ethics, corporate social responsibility, corporate governance, employees and business ethics, ethical issues in marketing.**

**SYLLABUS**

Values, Norms and Beliefs- Ethics v. Morals; Values, Norms, Beliefs and their role; values for managers from Indian ethos; Ethical Codes – Ethical theories; Teleological, Deontological, natural and Kantian. Introduction to Ethics- Definition of Ethics – Objectives, nature and sources of ethics – Business Ethics – Nature, Importance and Factors influencing Business Ethics. Corporate Social Responsibility: Ethical issues in Corporate Governance; The role of Insider Trading; The problem of whistle blowing, Recent case studies. Nature and significance; arguments for and against CSR; the conflicting interests of various stakeholders; CSR initiatives at HSBC: Making good business sense. Ethical issues in Corporate Governance; The role of Insider Trading; The problem of whistle blowing, Recent case studies. Employees and Business Ethics - Ethical issues in employer – employee relation; discrimination at work place; Sexual and racial harassment; working conditions – employee privacy. Consumers and Business Ethics; the limits of doctrine of caveat emptor; Ethical issues in marketing, advertising; the ethical challenges under globalization .

**RECOMMENDED TEXTBOOK(S):**

M.G. Velasquez, Business Ethics, Prentice Hall India Limited, New Delhi, 2007

## REFERENCE BOOKS

1. Andrew Crane and DiarkMatten, Business Ethics, Oxford Publication, New Delhi, 2013.
2. Chris Moonand Clive Bonny, Business Ethics, The Economist Publication, 2013.
3. R.C. Sekhar, Ethical Choices in Business, Response Books, New Delhi, 2007.
4. S.K. Chakraborty, Ethics in Management- Vedantic Perspectives, oxford India paper backs, New Delhi, 2013.

## 22MB61E10 TECHNOLOGY INNOVATION, PRODUCT DEVELOPMENT & PROTOTYPING

<b>Course Code:</b> 22MB61E10
L-T-P: 3-0-0
Credits: 3
Contact Hours: 3
Prerequisite: Nil

### 1) The context of innovation and the role of the state

Innovation in its wider context

The role of the state and national ‘systems’ of innovation

Waves of innovation and growth in capitalism: historical overview

Fostering innovation in ‘late-industrializing’ countries

The missing link in innovation: ‘petty’ entrepreneurship and rent-seeking

Fostering innovation in the future

### 2) New Product Development

Innovation management and NPD

Considerations when developing an NPD strategy

NPD as a strategy for growth

What is a new product?

Overview of NPD theories

Models of new product development

### **3) Product and Brand strategy**

Capabilities, networks and platforms

Product planning

Product strategy

The competitive environment

Differentiation and positioning

Competing with other products

Managing brands

Brand strategy

Market entry

Launch and continuing improvement

Withdrawing products

Managing mature products

### **4) Packaging and Product Development**

Wrapping and packaging products

The basic principles of packaging

Characteristics of packaging

Product rejuvenation

New product opportunities through packaging

Product and pack size variation

Packaging systems

Retailer acceptance

Revitalising mature packaged goods

## 5) The role of Technology transfer in Innovation

Background

Introduction to technology transfer

Models of technology transfer

Limitations and barriers to technology transfer

Internal organizational factors and inward technology transfer

Developing a receptive environment for technology transfer

Identifying external technology: the importance of scanning and networking

Managing the inward transfer of technology

### **Recommended Book:**

1) Innovation Management – Vinnie Jauhari, SudhanshuBhushan - Oxford Higher Education

### **Reference Book:**

2) Innovation Management and New Product Development (Third Edi) Paul Trott FT: Prentice Hall India.

## **22MB61E2O: ENTREPRENEURIAL ECOSYSTEM**

Course Code: 22MB61E2O
L-T-P: 3-0-0
Credits: 3
Contact Hours: 3
Prerequisite: Nil

### **Syllabus:**

Meaning and Importance, Evolution of term ‘Entrepreneurship’, Factors influencing, entrepreneurship, Psychological factors, Social factors, Economic factor, Environmental factors, Characteristics of an entrepreneur, Entrepreneur and Technopreneur, Types of entrepreneurship: Business, Technology, Growth, Stages, New generations of entrepreneurship, viz. social entrepreneurship, Ideapreneurship, Health entrepreneurship, Tourism entrepreneurship, Women entrepreneurship etc., Challenges, Opportunities & Gains, Risk Factors and Barriers in entrepreneurship: Entrepreneurial Motivation Theories: Maslow, Herzberg’s, McGregor’s and McClelland’s Need – Achievement. Culture & Society, Values / Ethics, Risk taking behaviour; **Creativity & Innovation, Technology Entrepreneurship:** Creativity and entrepreneurship, Steps in Creativity, Innovation and inventions, Using left brain skills to harvest right brain ideas, Intellectual Property Right (IPR) & Legal Protection of innovation, Skills of an entrepreneur, Decision making and Problem Solving (steps in decision making), Technopreneur ship: Introduction, How it differs, Need for Technology Integration, Five Pillars of Technology Entrepreneurship, Business process with Technology adoption, Pedagogy and Paradigms in Technology Entrepreneurship: Examples, Design Thinking and its importance, R & D set up and its impact on entrepreneurship, R & D labs & commercialization, Levels of Technology towards Technopreneur ship; **Organization Assistance:** Educational Institutes support towards entrepreneurship: Role of entrepreneurship, eco system building and its implementation through Policy: Incubation, Funding, Legal, Mentor, Network and Academic Support services. Three I’s: Industrial Policies, Incentive Schemes & Infrastructure, New Ventures, Industrial Park, Special Economic Zone, Financial assistance by different, agencies, MSME Act Small Scale Industries, Carry on Business (COB) license, Governments’ Start-up policy: Environmental, Clearance, National Small Industries Corporation (NSIC), Exemption from income tax, Quality Standards, Financial assistance to MSME, SIDBI, SSIDC, Export oriented zone and units, Other Corporations with focus as specific segments, State Industrial Development Corporation (SIDC), State Financial Corporation (SFCs), Directorate General of Supplies and Disposals (DGS & D) and other corporations; **Rules And Legislation & Project Report (DPR):** Applicability of Legislation, Industries Development (Regulations) Act, 1951., Factories Act, 1948, The Industrial Employment (Standing Orders) Act, 1946, Suspension, Stoppage of work, Termination of employment, Central and state level Acts with respect to industrial disputes. DPR (Detailed Project Report): Introduction, Idea Selection, Selection of the Product / Service, Aspects of a

Project, Phases of a Project, Project Report, Contents of a Project Report, Pro forma of a Suggested Project Report for a manufacturing Organization.

### **Text Books:**

1. Donald F Kratko, "Entrepreneurship - An Introduction", Eight Edition, CENGAGE Learning
2. Michael H Morris, Donald F Kuratko, Jeffrey G Coven, "Entrepreneurship and Innovation - In corporations", Indian Edition, CENGAGE Learning

### **Reference Books:**

1. ShlomoMaital, DVR Sheshadri, "Innovation Management - Strategies, Concepts and Tools for Growth and Profit", Second Edition, SAGE Publications
2. Thomas Duening, Robert Hisrich, Michael Leichter, "Technology Entrepreneurship- Taking Innovation to Market Place", Academic Press, Second Edition.

## 22MB61E3O :THEORIES AND MODELS OF TECHNO ENTREPRENEURSHIP

### **SYLLABUS**

Technology Entrepreneurship and New Technology-Based Firms - Entrepreneurship and Technology Entrepreneurship - New Technology-Based Firms and Research-Based Startups - Outlining Relevant Systems for Technology Entrepreneurship - Systems, Intelligence, and Learning - The Technology Entrepreneur in Capitalistic Systems - Innovation, Technology, Competition and Growth - Innovation, Its Adoption and Technology Classes - The Science & Technology System, the Innovation System and NewTechnology-Based Firms - Differentiating Groups of Technology EntrepreneursTechnology Incubation, Science or Technology Parks and Clusters - Technology Transfer to Small and Medium-Sized Enterprises - Financial Sources for Technology Entrepreneurship - The Components of the Financing Subsystem for TechnologyEntrepreneurship - Ethics in Technology Entrepreneurship - Large Firms' Problems with Disruptive Innovation - Specifics for Software Firms and Technology-Based Services - Entrepreneurship in Video and Computer Games - Special Entrepreneurship in Professional Social Networks - Approaches to New Technology Venture Growth - Life-Cycle Models and Stage-Based Views - The Initial Architecture and Initial Configuration - Resource-

Based Views - Bootstrapping a Technology Startup - Cybernetic Principles and Concepts for Technology Entrepreneurship - A Bracket Model of New Technology Venture Development - The Bracket Model - The Bracket Model for Framing Empirical Observations and Explaining NTBF Development - Selected Quantitative Applications of the Bracket Model - Expectations of Growth of Technology Ventures.

Textbook:

Runge, W. Technology Entrepreneurship (2014).KIT Scientific Publishing.

## **22MB61E40: START-UP LAW, ETHICS AND ENVIRONMENT IN INDIA**

### **SYLLABUS**

Understanding Startups - How Does a Startup Work? – Funding of startups - Success of startups - Investing in startups - Sources of funding - Causes for failure of a startup - Factors contributing to the success of startups - Advantages and disadvantages of startups - Procedure for starting a startup - Valuing a startup - Challenges faced by startups - Life cycle of startups - Policy initiatives for startups in India - Startup India Scheme - Make in India programme - MUDRA Scheme - Atal Innovation Mission (AIM) - Digital India - Support to training and employment programme for women (STEP) - Biotechnology Industry Research Assistance Council (BIRAC) - Trade-Related Entrepreneurship Assistance And Development(TREAD) - PradhanMantriKaushalVikasYojana (PMKVY) - SETU (Self Employment and Talent Utilization) - NITI Aayog - Electronics Development Fund - Intellectual Property Rights - India Aspiration Fund - Licensing laws - Taxation and accounting laws - Labour laws - Intellectual property rights protection - Foreign Exchange Management Act (FEMA) - Indian contract act - Laws about winding up of business - Companies rules - Laws governing different business types - India's startup ecosystem - Growth drivers for startups in India - Enablers of startup ecosystem.

### **References:**

Narula, A. (2016). *Basic Legal Information for a Start-Up or a Business (India): Your perfect guide to Incorporation, Intellectual Property Registration and Other Legal Documents*. (3<sup>rd</sup> ed.)

AlankarNarula.

Vaish, V. (2021). *India Business Guide – Startup to Setup*. (1<sup>st</sup>ed.). Commercial Law Publishers.

## 22MB61E50: DIGITAL MARKETING FOR INNOVATIONS

CO#.	Course Outcome	PO	BTL
1	Outline various components of Digital Marketing	2	2
2	To understand online consumer behavior and	2	2
3	To gain a knowledge on Mobile marketing	3	2
4	To apply Disruptive Technology of Innovation	3	3

**Objective:** This course is meant to understand the concept of online medium of marketing. In addition to that it will explain about the application of all the elements of digital marketing.

### **Unit I Introduction to Digital Marketing:**

Origin of digital marketing, traditional versus digital marketing, digital marketing strategy, digital marketing plans, skills required for digital marketing

### **Unit II Search Engine Advertising:**

Concept of Display advertising, types of display advertising, buying models, understanding ad placement, understanding A Drank, Search engine, SEO phases, On page-Off page optimisation.

### **Unit III Social Media Marketing:**

Concept of Social media marketing, how to build a successful social media strategy, Facebook marketing,

LinkedIn marketing, Twitter marketing, Instagram marketing

**Unit IV Mobile Marketing:**

Mobile marketing, mobile usage, mobile advertising, mobile marketing toolkit, mobile marketing features,

mobile analytics, E-Wallet

**Unit V Disruptive Technology:**

Business analytics, Data mining in business, Industry 4.0, Business intelligence, Start-ups

**Text Book:**

1. Seema Gupta, Digital Marketing, McGraw Hill Publication, New Delhi
2. Ian Dodson, The Art of Digital Marketing. Wiley Publication, New Jersey

**22MB62E10: MANAGING OPERATIONS OF TECHNOLOGICAL INNOVATIONS IN STARTUPS**

L-T-P: 3-0-0
Credits: 3
Contact Hours: 3
Prerequisite: Nil

**SYLLABUS**

**Concept of Innovation:** Concept of Innovation, Innovation System, Levels of Innovation, Importance of Innovation Management System.

Operational Innovation, Product Innovation, Strategy Innovation, Management Innovation.

Incremental Innovation, Radical Innovation, Continuous Improvement, Distinctive Capability, Dynamic Capability.

**Types of Startups:** Types of Startups, Industries, Various technical departments in the industry, Industry - Academia R & D Ecosystem in India.

**Paradigms of Innovation-The Macro Perspective:** Macro factors affecting any Innovation System, Current context of Innovation, Innovation Models in Emerging Economies, Factors affecting Technological Dynamism.

Examining Reverse Innovation and its application, Performance gap, Infrastructure gap, Sustainability gap, Regulatory gap, Preferences gap.

Future Macro Trends in Innovation: Future proofing Innovation Management, Macro-Paradigm Shifts in Innovation.

**Paradigms of Innovation-The Micro Perspective:** Introduction, Organizational Factors affecting Innovation at Firm Level, Characteristics of Good Innovation Culture, Forming a Team-The Process.

**Open Innovation Framework:** Introduction, Concept of Open Innovation Approach, Inbound & Outbound Innovation, Closed Innovation Approach.

Limitation & Opportunities of Open Innovation Framework, Motives to adopt Open Innovation Practices, Advantages of pursuing Open Innovation, Challenges around pursuit of Open Innovation

**Strategic Context of Innovation:** Introduction, Global context of Strategic Alliance, Role of Strategic Alliances, Strategic Alliance Trends, Key Success factors for creating successful Strategic Alliances, Drivers for Strategic, Alliances (Technological Factors), Types of Strategic Alliances, Competencies of High performing Strategic Alliances, SWOT Analysis, TOWS Matrix Concept of Productivity, Factors affecting quality & productivity, Technology Factors affecting quality.

## **22MB62E20: ENTREPRENEURIAL LEADERSHIP**

<b>Course Code: 22MB62E20</b>
L-T-P: 3-0-0
Credits: 3
Contact Hours: 3
Prerequisite: Nil

**Syllabus:**

Introduction to Entrepreneurship: Definition of Entrepreneur, Entrepreneurial traits, Entrepreneurial Culture, Administrative culture Vs Entrepreneurial Culture; Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur; The Entrepreneurial decision process; Role of Entrepreneurship in Economic Development; Ethics and Social Responsibility of Entrepreneurs; Opportunities for Entrepreneurs in India and abroad; Woman as Entrepreneur.

Business Excellence: Global developments and strategic business options, achieving sales success in modern B2B markets, Creating and implementing business models 4.0, Looking at some crucial managerial issues over investment management, focusing on the latest techniques in investment decisions, considering some unique problems/issues regarding in mergers and acquisitions.

Fundamentals of Leadership- Definition & meaning of Leadership, Leadership traits & Skills, Effectuation, Lean Start-up and Cognitive Ambiguity, What's different about entrepreneurial leadership? Leadership and you.

Leadership Excellence: Generating team spirit in a high-performance culture, developing a culture to learn and benefit from errors, the ethical dimensions of leadership, optimizing cross-cultural cooperation, Understanding the corporate contexts of business and leadership, Integration of leadership qualities with entrepreneurial qualities

Challenges for Leaders: Leadership and Uncertainty, Leadership and Innovation, Leading Diversity and Change, Prediction, Risk and Uncertainty.

### **Textbooks:**

1. Yulk, Gary (2011). Leadership in Organizations, 7th e Pearson Education
2. Du Brin, Andrew J (2009), Leadership Principles, Cengage Learning, New Delhi

### **Reference Books:**

1. Allio, Robert J. (2005) Leadership Myths and Realities, Tata McGraw Hill.
2. Peter G Northouse (2013), Leadership: Theory and Practice, 6ed. Sage.

## **22MB62E30: CORPORATE AND SOCIAL ENTREPRENEURSHIP**

### **SYLLABUS**

Culture in the entrepreneurial organisation - Structure in the entrepreneurial organisation - Leading the entrepreneurial organisation - Managing the entrepreneurial organisation - Managing risk in the entrepreneurial organisation - Encouraging creativity and innovation - Generating business ideas - Encouraging concept development - Strategy and business model development - Venture teams and intrapreneurs - Product/market development - Shareholder value in the multi-product/market firm - The corporate entrepreneurship audit.

Characteristics of Social Entrepreneurship - Characteristics of Social Entrepreneur - Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneurship - Social Entrepreneurship in developing countries and in India - The Social Entrepreneurship Framework - Sources of Social Entrepreneurship - Qualities and Skills of Social Entrepreneur - SOCIAL ENTREPRENEURSHIP IN PRACTICE - Boundaries of Social Entrepreneurship - Ethical entrepreneurship - Challenges in Social Entrepreneurship.

### **REFERENCES:**

Burns, P. (2020). *Corporate Entrepreneurship and Innovation* (4<sup>th</sup>ed.). Red Globe Press.

Philips, R.A., Bonefiel, M., and Sharma, R. (2011). *Social Entrepreneurship: The Next Big Business Opportunity*. Global Vision Publishing House.

Khanka, S.S. (2009). *Entrepreneurship in India: Perspective and Practice*. Akansha publishing house, New Delhi.

Kickul, J., and Lyons, T. S. (2012). *Understanding Social Entrepreneurship: The Relentless Pursuit of Mission in an ever changing World*. Routledge, New York.

Desai, V. (2008). *Entrepreneurial Development*, Himalaya Publishing House.

Bornstein, D. (2004). *How to Change the World: Social Entrepreneurs and the Power of New Ideas*. Oxford University Press, New York.

## **22MB62E40: VENTURE FINANCING AND MANAGEMENT**

Course Code: : <b>22MB62E40</b>
L-T-P: 3-0-0
Credits: 3
Contact Hours: 3

Prerequisite: Nil
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**Syllabus:**

Establishing and Developing business ventures - The entrepreneur – The idea – The management Team - Private Equity Funds and Venture Capital Funds; Venture Capital in India. Venture Capital Investment Characteristics, The Venture Investment Process, Venture Capital Funds and Their Investors; The Structure and Activities of Venture Capital Funds. Sources of Financing the Venture - Financing in Stages, Scope of Financing and the Company's Value; financing decision Stages in Raising Venture Capital; Sources of Capital; Seed capital and Startup capital; Expansion capital; Private and Angels Investors, Choosing a venture capitalist; The Return on Venture Capital Funds. Negotiations with Venture capitalists. Financial and Business Planning - The Company's Business Cycle - Financial Statements; Financial Projections; Cost Structure Analysis and Forecasting; Cash Flow Forecasting; Market Analysis and Strategic Planning; Organizational and Operational issues; The competitive advantage, The Business Plan – writing a good business plan; Employee Recruiting; Employee Compensation in the Technology companies; Granting Options to Employees Managing a Venture capital Fund – Fund formation and Structure; running a venture capital fund; Structuring the deal; Post-investment activities; Exit strategies; Other Venture Capital Investors - .

**Textbooks:**

1. Stephen Bloomfield, Venture Capital Funding a Practical Guide to Raising Finance, Kogan Page; 2005, 1st edition
2. Alexander Haislip, Essentials of Venture Capital, Wiley; 2010, 1st edition, New Delhi.

**Reference books:**

1. James B. Arkebauer, Jack Miller Leading Edge Business Planning for Entrepreneurs, Dearborn Trade, 1999, 1<sup>st</sup> edition, U. S.
2. MahendraRamsinghani, The Business of Venture Capital: Insights from Leading Practitioners on the Art of Raising a Fund, Deal Structuring, Value Creation, and Exit Strategies, Wiley Finance, 2nd Edition, New Delhi.

## **VENTURE FINANCING AND MANAGEMENT**

### **Course objective**

The course is designed principally to address the interests of students who expect to embark on an entrepreneurial career expect to assume a managerial role with a venture-backed start-up company, or wish to pursue a career in venture capital. The curriculum is confined to key fundamentals in the area of venture capital and start-up companies, sources of financing the venture and the management of venture capital funds.

### **Course outcomes**

<b>Co. No.</b>	<b>Course Outcome's</b>	<b>PO</b>	<b>BTL</b>
CO1	To apply conceptual knowledge of venture capital	a	3
CO2	To analyse the sources of financing a venture and managing a business	B,c	4
CO3	To analyse the Financial and Business Planning, Cost Structure and Operational issues of venture capital funds	C,f	4
CO4	To analyse the venture capital investment process and the structure of venture capital funds	C,f	4

### **SYLLABUS**

Establishing and Developing business ventures - The entrepreneur— The idea – The management Team

- Private Equity Funds and Venture Capital Funds; Venture Capital In India. Venture Capital Investment Characteristics, The Venture Investment Process, Venture Capital Funds and Their Investors; The Structure and Activities of Venture Capital Funds. Sources of Financing the Venture -

Financing in Stages, Scope of Financing and the Company's Value; financing decision Stages in Raising

Venture Capital; Sources of Capital; Seed capital and Startup capital; Expansion capital;- Private and

Angels Investors , Choosing a venture capitalist; The Return on Venture Capital Funds.

Negotiations

with Venture capitalists. Financial and Business Planning - The Company's Business Cycle - Financial

Statements; Financial Projections; Cost Structure Analysis and Forecasting; Cash Flow Forecasting;  
 Market Analysis and Strategic Planning; Organizational and Operational issues; The competitive advantage, The Business Plan – writing a good business plan; Employee Recruiting; Employee Compensation in the Technology companies; Granting Options to Employees Managing a Venture capital Fund – Fund formation and Structure; running a venture capital fund; Structuring the deal; Postinvestment activities; Exit strategies; Other Venture Capital Investors - .

**Reference text books:**

1. Venture Capital Funding A Practical Guide to Raising Finance by Stephen Bloomfield
2. Essentials of Venture Capital by Alexander Haislip
3. Leading Edge Business Planning for Entrepreneurs by James B. Arkebauer, Jack Miller
4. The Moonshot Game by Rahul Chandra

**22MB62E50: BUYING AND SELLING OF SMALL BUSINESSES**

Course Code: <b>22MB62E50</b>
L-T-P: 3-0-0
Credits: 3
Contact Hours: 3
Prerequisite: Nil

**Syllabus:**

Focus on to buy a small business – evaluating small business opportunity-local business brokers- identify distressed smaller business-to purchase with limited resources-explore the financial infrastructure of smaller firms- examining specialized financial institutions for funding smaller firms. To manage the financial aspects of smaller firms-explore capital budgeting- techniques of capital budgeting- develop business models- business finance and its growth- trade-off between liquidity and profitability- willingness to sacrifice profitability for liquidity. To sell a small business- the timing, process and structure of the sale- choosing the buyer- to understand the seller of bigger companies with their culture and processes- evaluate different offers and its features- payment modes - Guide to Buy & Sell Small Business – Advisers - Pre-sale documents –Valuation - The selling memorandum - Finding the right buyer - Letter of intent and negotiations - Due diligence - Sales agreement– Closing.

**Text Books:**

1. Robert F Klueger, Buying and Selling a Business: A Step-by-Step Guide, Wiley, 2004, 2nd Edition, New Delhi.
2. Justin G. Longenecker, J. William Petty and Leslie E. Palich, Small Business Management, Cengage Learning, 17<sup>th</sup> Edition.

**Reference Books:**

- 1) Peter Siegel, Buying and selling of small business in the New Economy, Smash words, 2012.
- 2) Buying and selling of small business: An Entrepreneurial strategy for success, eBook. Free in Amazon.com

## SECTORAL SPECIAIZATION - BANKING

**22MB61B00: OVERVIEW OF BANKING**

Course Code	<b>22MB61B00</b>
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

**Mapping of Course Outcomes with PO/PSO :**

CO#.	Course Outcome	PO	BTL
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1	Understand the Indian financial Services	1,6	2
2	Understand the role of central Bank and commercial banks	1	2
3	Analyse credit appraisal mechanism and regulatory system of Indian banking Industry	5	4
4	Analyse the functioning of various banks	5	4

**The financial services overview, RBI, Commercial banks, basic accounting for banking credit scoring, BCSBI, banking ombudsman service, securitization, rural banking, RRBs, NABARD, Banking regulation, Monetary policy, NI Act, Banking regulation Act.**

#### **SYLLABUS**

The Financial Services - An overview, Origin and Growth of Indian Banking System, Reserve Bank of India Structure, Role of RBI, Types of Banks, - Commercial Banking in India, – Functions of Banks, primary and Ancillary functions of commercial banks, Deposit products –Fee based and fund based activities, Principles of lending, loan products, bank assurance, Types of charges, Types of securities ,letters of Credit – Bank guarantees, off balance Sheet Activities. Basic accounting for Banking, Statement of Sources and uses of Funds, bank’s Profit and loss Account, Books of Accounts in Banks. Credit Scoring- Credit appraisal techniques, Credit management and credit monitoring, Priority sector lending, Credit Information bureau (India) limited(CIBIL), Banking Codes and Standards Board of India(BCSBI), Banking Ombudsman Service, Loan Syndication, The Syndication process, Non Performing Assets , Prudential Norms, securitization-.Retail Banking, Corporate Banking, Developments in Corporate banking, Issues/problems. Consortium finance, multiple banking Arrangements, Rural Banking – Sources of Rural Finance, Credit delivery Mechanism in Rural finance, Multi Agency Approach, Regional rural banks (RRBS), National Bank for Agriculture and rural Development (NABARD). Banking Regulation - Monetary policy, Money laundering and prevention of Money laundering Act, Negotiable Instruments Act, Banking Regulation ActRecent developments and future challenges in banking sector Small Banks, Payment Banks.

#### **TEXT BOOK**

1. Indian Financial System, M. Vohra, Anmol Publications.

#### **REFERENCE BOOKS**

1. Banking Law and Practice in India, P.N. Varshney, Sultan Chand & Sons-24th Edition 2010.
2. Financial Institutions and Markets- Structure, Growth and Innovations, L.M. Bhole&JitendraMahakud, Tata McGraw Hill- 5th Edition.
3. Bank Management and Financial Services, Peters S. Rose and Sylvia C. Hudgins, Tata McGraw Hill- 7th Edition

**22MB62B10: BANKING SERVICE OPERATIONS**

Course Code	<b>22MB62B10</b>
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

**Mapping of Course Outcomes with PO/PSO :**

CO#.	Course Outcome	PO	BTL
1	Understand nature of Banking service operations and role of technology in banking	2	2
2	Analyse e-banking mechanism	2	4
3	Ascertain Service Quality Metrics and CRM Practices	5	3
4	Evaluate risk management strategies	5	5

**Introduction to banking operations, role and impact of technology on banks, E-banking, ATMs, Credit and debit cards, CRM, ECS, EDI, certification in banking services, designing of service quality, Mergers and Acquisitions in the Indian bank scenario.**

**SYLLABUS**

Introduction to Banking Operations: Changing Nature of Banking Operations – Computerisation in Banks, Communication Net work and security considerations. Role and Impact of Technology on banks. E-banking, E-Products and Services offered to Customers, Plastic money – Parties to the transaction , Salient Features concepts of a Credit Card , Distinction between Credit card , Charge Card , Debit card and Operational aspects, Credit card business in India. Payment and settlement systems: Electronic Funds Transfers (EFTs)– Automatic Teller Machines (ATMs)–Electronic Clearing Service (ECS)–Electronic Data Interchange (EDI)– Real Time Gross Settlement System(RTGS), -Customer Relationship Management – Types of Customers, Financial situation Vs Banking needs, Banker and Customer Relationship, Role and impact of Customer Relationship Management – Stages in Customer Relationship Management, Regulations relating to Know Your Customer. Service Quality - Technical Quality and Functional Quality, Gap analysis, ISO 9000 Certification in Banking Services – Marketing of Services – importance of marketing for Indian banks, characteristics of service product, marketing of financial services and banking services, , Implications of service characteristics for marketing, services marketing mix, Product Life Cycle -New Product development — banking product mix, Bank pricing, Channels for Banking Services, Delivery Strategies in a Bank, — Promotion mix, Role of direct selling agent/ direct marketing agent in a bank - Designing of Service Quality –Implications of Service

Intangibility. Marketing Issues, Risk Management in Banks, loan review mechanism, Capital Adequacy, Basel norms., Mergers and Acquisitions in the Indian banking scenario.

**RECOMMENDED TEXTBOOK:**

Managing Indian Banks: Challenges ahead Vasant C Joshi and Vinay V Joshi, sage publications

**REFERENCE BOOKS**

1. Banking theory law and practice b R.Rajesh and sivagnanasithi, Tata Mc graw hill
2. Risk Management in e- Banking Jayaram Kondabagil John Wiley & sons
3. Indian Banking in Electronic Era- S.S.kaptan& N.S. Choubey sarup& sons publications
4. Office organization & management M.E. Thukaram Atlantic publishers
5. Elements of banking and Insurance Jyotsna Sethi and nishwan Bhatia PHI learning Private limited
6. Customer Relationship management Modern trends ShanmugaSundharam, Prentice Hall of India Limited.

## **SECTORAL SPECIAIZATION - RETAILING**

### **22MB61R00:OVERVIEW OF RETAILING**

Course Code	22MB61R00
L-T-P	3-0-0
Credits	3
Contact Hours	3

Pre requisite	Nil
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**Mapping of Course Outcomes with PO/PSO :**

CO#.	Course Outcome	PO	BTL
1	Excel in the functions of a retailer. Student will be aware of the role of a retailer in global economy, career opportunities in retail, retail theories and various retail formats.	1,6	2
2	Gain practical expertise in designing of retail marketing strategies including Retail communication mix and pricing strategies. Further he/she can able to understand role of consumer in retail environment and various factors influencing consumer behavior. Identify consumer motivations, shopping behaviors, loyalty programs and decision processes for a retailconsumer and accordingly designing strategies to give a robust experience to consumers	1	3
3	Apply HR programs and identify initiatives to improve operations and Employee retentions	6	3
4	Understand measures of financial performance including strategic profit model	6	2

**Retailing, retail marketing, retail strategies, retail organization, CRM in retailing, social marketing in retailing, HRM in retailing, financial management in retailing.**

**SYLLABUS**

Retailing – Meaning, Nature, and Classification- Emergence of Organized Retailing -Indian vs. Global Scenario- Factors Influencing Retailing- Functions of Retailing- Retail as a career -Types of Retailing- Store & Non-Store -Retail Formats- Multichannel Retailing-Issues & Challenges in Multichannel Retailing Servicing the Retail -Customers, Customer service- customer complaints.Retail marketing – and branding mix - Retail consumer and factors influencing buying behavior – Segmentation - Targeting- Positioning. Retail Strategies- Developing and applying Retail Strategy- Strategic Retail Planning Process.Retail Organization- The changing Structure of Retail - Concept of Life cycle Retail. Retail pricing strategies.CRM in retailing – process – planning and implementing loyalty programs- Social Marketing in retailing-Impact of Technology E-tailing – Issues and Challenges.Human Resource Management in Retailing - Human Resource Planning - Role of Human Resources in Retail Organizations; Recruitment - Selection - Training needs for Employees - Motivation and Performance Appraisal, Compensation and rewarding store Employees. Importance of Financial Management in Retailing - Financial Performances and Financial Strategy - Accounting Methods - Strategic Cost Management - Strategic Profit Model-Managing Diversity-Legal and Regulatory issues

**RECOMMENDED TEXTBOOK:**

1. Barry Berman Joel &R Evans, Retailing Management - A Strategic Approach, Pearson Education, 2009.

## REFERENCE BOOKS

1. SwapnaPradhan, Retailing Management Texts & Cases, 3/e-McGraw Hill, 2009.
2. Michael Levy, Burton A Weitz, Ajay Pundit- Retailing Mngement,6/e, The McGraw -Hill Companies, 2008.
3. itz, Ajay Pundit- Retailing Mngement,6/e, The McGraw -Hill Companies, 2008.
4. Levy &Weitz, Retailing Management, TMH, 2009.
5. A. J. Lamba, The art of Retailing, TMH, 2009.
6. Andrew J Newman &Petes Cullen, Cengage Learning, 2009.
7. Sinha, P.K and Uniyal D.P, Managing Retail, 2/e, Oxford University Press, 2007
8. Chetan Bajaj, RajnishTuli, Srivastava, N.V, Retail Management, Oxford University Press, 2005

## 22MB62R10:MANAGEMENT OF RETAIL OPERATIONS

Course Code	<b>22MB62R10</b>
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

### Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO/PSO	BTL
1	Understand the factors influencing store location and location strategies including store layout and space planning.	1,2	2
2	Understand store environment, the roles and responsibilities of a store manager and build strategies to enhance the store loyalty.	1	2
3	Source, plan and procure merchandise for a retail organization and also able to analyze	2	4
4	Implement trends and practices of supply chain management in retail.	1	3

**Setting up retail store, store management, store environment, inventory management, sales promotion, role and responsibilities of merchandiser, supply chain management, supply chain drivers and obstacles.**

### SYLLABUS

Setting up Retail Store - Size and space allocation- location strategy, factors affecting the Retail – Research techniques and store layout and space planning. Store Management- Responsibilities of Store

Manager -Retail Image -Store Façade. Store environment- Exteriors, Interiors -Store ambience-Store Atmospherics- Visual Merchandising - Store Security. Inventory Management - EOQ - Rational of Discounts of Bulk Purchase. Sales Promotion – Importance& Types - Impact of Sales Promotions - Forecasting– Different Forecasting Techniques in Estimating Demand - Retail Merchandising. Role and responsibilities of merchandiser-The process of Merchandise Planning- Merchandise Procurement- Sourcing, Vender selection - Category management – process – manufacturer’s brands Vs private label brands. Supply chain management – Definition, Scope, Need & Challenges; Role of Logistics in SCM– Retail & Manufacturing; Differences in SCM and Logistics - Integrated supply chain planning Uncertainty and supply chain management. Supply chain Drivers and Obstacles- Supply chain Network- Different types of Supply Chain Networks. Cross Docking and Collaborative Planning- Bull Whip Effect. Innovations in Supply chain management.

**RECOMMENDED TEXTBOOK:**

Swapna Pradhan, Retailing Management Texts & Cases, 3/e-McGraw Hill, 2009.

**REFERENCE BOOKS:**

1. Retail Logistics and Supply Chain Management, Rajesh Ray, The Mc Graw Hill Companies
2. Michael Levy, Burton A Weitz, Ajay Pundit- Retailing Mngement,6/e, The Mc Graw -HillCompanies, 2008.
3. Barry Berman Joel &R Evans, Retailing Management-A Strategic Approach, Pearson Education, 2009.
4. Sinha, P.K and Uniyal D.P, Managing Retail, 2/e, Oxford University Press, 2007
5. Sunil Chopra and Peter Meindl: Supply chain Management: Strategy, Planning and Operation, Third edition, Pearson Education, New Delhi 2009.
6. Narayan Rangaraj, G Raghuram and Srinivasan, Supply Chain Management for Competitive Advantage Concepts and cases, TMH, 2009.
7. Rahul V. Altekar, Supply Chain Management, Concepts and Cases, PHI , 2008.

**SECTORAL SPECIAIZATION**

**HEALTHCARE&HOSPITALITYMANAGEMENT**

**22MB61D00:OVERVIEW OF HEALTHCARE MANAGEMENT**

Course Code	<b>22MB61D00</b>
L-T-P	3-0-0
Credits	3

Contact Hours	3
Pre requisite	Nil

**Mapping of Course Outcomes with PO/PSO :**

CO#.	Course Outcome	PO	BTL
1	Understand basics of Healthcare Sector	1	2
2	Analyze the role of clinical and diagnostic services	1	4
3	Evaluate the impact of hospital operations management	6	5
4	Evaluate the components and process of maintaining medical record	6	5

**Introduction to Healthcare systems, overview of healthcare sector in India, specialities in healthcare, hospital code of ethics, clinical & diagnostic services, hospital operations management, medical records.**

**SYLLABUS**

A Conceptual Approach to Understanding the Healthcare Systems – Evolution – Institutional Settings. Overview of Healthcare Sector in India – Understanding the Hospital Management – Health Policy – levels of healthcare; primary, secondary and tertiary – systems of medicine – Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, etc. – Preventive and Curative medical care – General and specialty Hospitals-Pharmacopia. specialties: Overview of the functions and sphere of each specialty: oncology, general medicine, cardiothoracic, gastroenterology, urology, nephrology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, dental services. Hospital code of ethics, medical ethics, standards for hospitals accreditation, accreditation standards for extended care facilities. **Clinical & Diagnostic Services:** Outpatient Services – Accident and Emergency Services – Inpatient Services – Operation Theatre Services – Intensive Care Unit Services – Nursing Services. Diagnostic and Therapeutic Services: Laboratory Services – Radio Diagnosis and Imaging Services – Radiation Hazards – Blood Transfusion Services – infection control, mortuary services, Pharmacy Services: Role of pharmacy manager, analyzer for pharmacy, drugs management. **Hospital operations management:** productive systems in a hospital, Facility Location and Layout, importance of location, factors, Productivity measures, value addition, capacity utilization, productivity – capital operations, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services. **Medical Records** – Admission – Billing – Nursing Records – Diagnostic Records – Infection Control Records – Maintenance of Operation Theatres Records – Maintenance of Intensive Care Units Records; Clinical Records – Housekeeping Records – Food Records – Engineering Records – Maintenance Records – Security Records – Fatal Documents – Mortuary Maintenance Records – Transportation – Medico Legal Records, Healthcare Information System.

**RECOMMENDED TEXTBOOK:**

1. B M Sakharkar, Principles of Hospital Administration & Planning, 2<sup>nd</sup> Edition, Jaypee Brothers Medical Publishers, New Delhi, 2009

**b) REFERENCE BOOKS:**

1. A G Chandorkar, Hospital Administration & Planning, 2<sup>n</sup> edition, Paras Medical Publishers, Hyderabad, 2009
  2. Srinivasan, A.V. (ed), Managing a Modern Hospital, Response Books, New Delhi, 2000
  3. Hospital Planning, WHO, Geneva, 1984.
  4. Madhuri Sharma, “Essentials for hospital support services and physical infrastructure”, Jaypee publications, New Delhi.
  5. S.L. GOEL, Healthcare Management and Administration, Deep & Deep publications pvt. Ltd., New Delhi
  6. KeiranWalshe& Judith Smith, Healthcare Management, TMH, New Delhi, 2010
- 
7. K Park, Preventive & Social Medicine, 15<sup>th</sup> Edition, BanarasidasBhanot Publishers, New Delhi, 1997

**22MB62D10:MANAGEMENT OF HEALTHCARE OPERATIONS**

Course Code	<b>22MB62D10</b>
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

**Mapping of Course Outcomes with PO/PSO :**

CO#.	Course Outcome	PO	BTL
1	Implement the best practices of the health care Services	6	3
2	Apply knowledge of financial management techniques in the corporate hospitals	6	3
3	Analyze, interpret and solve HR related issues in the hospitals	6	4
4	Perform lifelong learning and professional development to enrich the professionalism by learning production functions	6	4

	and store		
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**Marketing of health care services, financial management in hospitals, human resource management in health care, labor laws applicable to hospitals, production and cost functions, ethics and healthcare marketing in twenty first century.**

**SYLLABUS**

**Marketing of Health care Services:** Over view of services sector, healthcare services marketing; socio-economic factors, choices and preferences of the customers of health services and the factors influencing them in the selection of hospitals. Healthcare Products and Services, seven Ps of Health care services; service quality in selected hospitals with a quantitative approach. Customer Relations management, Marketing practices of the selected corporate hospitals Escorts, Apollo, Bhatia;. **Financial Management in Hospitals:** Over view of managing finance in Hospitals. Techniques of Financial analysis – Funds flow analysis, break-even analysis and ratio analysis. Investment Decision: Criteria for investment evaluation – Pay back period –Discounted cash flow techniques, NPV, P I and I R R Working Capital Management: Concept of working capital and operating cycle – Determinants of working, capital in Hospitals – Estimating working capital requirements financing of working capital – Management of inventories – Inventory control systems – Receivables Management, Cash Management in Hospitals. **Human Resources Management:** Role of HRM in hospitals – Human Resource Planning: process –Recruitment Selection: Recruitment policy – Sources, methods – Selection Process: Training of Employees in hospitals; Wage and Salary Administration; developing wage and salary structure – Working conditions – Safety – Welfare – Employees’ health services. **Labor Laws Applicable to Hospitals:** Industrial Employment (Standing Order ) Act, 1946 – Shops and Establishment Act, 1954 – Employment’s State Insurance Act, 1948 – Employees’ Provident Fund Act, 1952 – Payment of Gratuity Act, 1972 – Maternity Benefit Act, 1961-: Minimum Wages Act, 1948 – Payment of Wages Act ,1936 – Payment of Bonus Act, 1965. Consumer Protection Act 1986.**Production and Costs functions:** Introduction to Productivity and Work Measurement:, Hospital layout, setting work standards, techniques of work measurement, time and motion study, standard time, PMT, work sampling, calibration of hospital equipment, Ancillary services. Store management, Bio-medical waste management, Critical care services, Media management during crisis, Ethics in Health care Business, Medical Insurance, Healthcare Marketing in the Twenty-First Century

**REFERENCE BOOKS:**

- A V Srinivasan, Managing Modern Hospitals, 2008, Sage India

- P G Ramanujam, Marketing of Healthcare Services, Excell Books, New Delhi
- Don H. Hockenbury, Marketing of Healthcare Services, Excell Books, New Delhi
- Richard K. Thomas "Marketing Health Services, Health Administration Press  
Beaufort B. Longest, Jr., Jonathon S. Rakich, and Kurt Darr. Managing Health Services Organizations and Systems, *Fourth Edition*, Health Profession Press.