

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

**DIT UNIVERSITY
Dehradun**



**Detailed Course Structure & Syllabus
of
MBA TRIMESTER SYSTEM**

**Course Structure & Syllabus of
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 (MBA Trimester System)
 FMS, DITU, Applicable for Batch: 2019-2021
 Course Structure**

Year: 1st

Trimester : I

Sr. No.	Course Code	Course Title	L	T	P	Credit
1	MB601	Business communication	3	0	1	3.5
2	MB602	Business Economics	3	1	0	3.5
3	MB603	Financial Accounting and analysis	4	1	0	4.5
4	MB604	Organizational Behavior	3	1	0	3.5
5	MB605	Marketing Management	3	1	0	3.5
6	MB606	Statistics for Management	3	1	0	3.5
7	MB607	Data Analysis -I	0	0	4	2
8	MB608	Value Added Training -1 (Audit Course on Soft Skills)	0	0	0	0
		Total Credits				24

Year: 1st

Trimester: II

Sr. No.	Course Code	Course Title	L	T	P	Credit
1	MB609	Corporate Finance	3	1	0	3.5
2	MB610	Consumer Behavior	3	1	0	3.5
3	MB611	Legal Aspects of Business	3	1	0	3.5
4	MB612	Decision Modeling using Spreadsheets	3	1	0	3.5
5	MB613	People Management	3	1	0	3.5
6	MB614	Business Environment	2	1	0	2.5
7	MB615	Data Analysis -II	0	0	4	2
8	MB616	Value Added Training -II (Audit Course on any one Foreign Language)	0	0	0	0
		Total Credits				22

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Trimester: III

Sr. No.	Course Code	Course Title	L	T	P	Credit
1	MB617	Business Research Methods	3	1	0	3.5
2	MB618	Digital and Social Media Marketing	3	1	0	3.5
3	MB619	Cost and Management Accounting	3	1	0	3.5
4	MB620	International Business	2	1	0	2.5
5	MB621	Production and Operations Management	3	1	0	3.5
6	MB622	Computer Applications in Management	3	1	0	3.5
7	MB623	Workshop on – Campus to Corporate	0	0	4	2
	MB624	Value Added Training -III (Audit Course on Creativity & Innovation)	0	0	0	0
		Total Credits				22

Year: 2nd

Trimester : IV

Sr. No.	Course Code	Course Title	L	T	P	Credit
1	MB701	Business Ethics & Corporate Governance	2	0	2	3
2	Specialization-I	Elective 1	3	1	0	3.5
3		Elective 2	3	1	0	3.5
4		Elective 3	3	1	0	3.5
5	Specialization-II	Elective 1	3	1	0	3.5
6		Elective 2	3	1	0	3.5
7		Elective 3	3	1	0	3.5
8	MB702	Summer Internship Report & Seminar	0	0	8	4
9	MB703	Industrial Tour	0	0	0	0
		Total Credits				28

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Year: 2nd

Trimester : V

Sr. No.	Course Code	Course Title	L	T	P	Credit
1	MB704	Strategic Management	3	1	0	3.5
2	MB705	Entrepreneurship Development and Innovation Management	3	1	0	3.5
3	Specialization-I	Elective 4	3	1	0	3.5
4		Elective 5	3	1	0	3.5
5	Specialization-II	Elective 4	3	1	0	3.5
6		Elective 5	3	1	0	3.5
7	MB706	Business Simulation	0	0	2	1
		Total Credits				22

Year: 2nd

Trimester : VI

Sr. No.	Course Code	Course Title	L	T	P	Credit
1.	MB707	INDUSTRIAL TRAINING PROJECT/ DISSERTATION & VIVA-VOCE	0	0	28	14
		Total Credits				14

List of Electives

<p>A. Marketing</p> <ol style="list-style-type: none"> 1. MB731M-Integrated Marketing Communication 2. MB732M Marketing Research 3. MB733M Retail Management 4. MB734M Product and Brand Management 5. MB735M Services Marketing 6. MB736M B2B Marketing 7. MB737M Sales and Distribution Management 8. MB738M Social Media Marketing 	<p>B. Finance</p> <ol style="list-style-type: none"> 1. MB731F-Security Analysis and Portfolio Management 2. MB732F-Financial Derivatives 3. MB733F-Tax Planning and Management 4. MB734F-Business Analysis and Valuation 5. MB735F-Financial Institutions and Markets 6. MB736-Financial Planning and Wealth Management 7. MB737- Infrastructure Financing 8. MB738- Working Capital Management
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<p>C. HRM</p> <ol style="list-style-type: none"> 1. MB731H-Training & Development 2. MB732H-Organization Development and Change Management 3. MB733H- Talent Management and Development 4. MB734H-Human Resource Information System 5. MB735H-Industrial Relations 6. MB736H-Managing People and Performance in Organizations 7. MB737H-Compensation Management 8. MB738H-Labour Laws 	<p>D. Business Analytics</p> <ol style="list-style-type: none"> 1. MB731A-Business Analytics Fundamentals 2. MB732A-Marketing Analytics 3. MB733A-Business Intelligence and Data warehousing 4. MB734A-Financial Analytics 5. MB735A-Human Resource Analytics 6. MB736A-Operations Analytics 7. MB737A-Supply Chain Analytics 8. MB738A-Retail Analytics
<p>E. Banking and Insurance</p> <ol style="list-style-type: none"> 1. MB731B-Risk Management and Insurance 2. MB732B-Investment Banking and Financial Services 3. MB733B-Retail Banking 4. MB734B-Management of Commercial Banks 5. MB735B-Corporate Banking and Credit Appraisal 6. MB736B-Banking Laws and Operations 7. MB737B-Project Appraisal 8. MB738B-Treasury and Risk Management in Banks 	<p>F. Information Technology</p> <ol style="list-style-type: none"> 1. MB731I-Management Information Systems 2. MB732I-Web Technologies 3. MB733I-DBMS 4. MB734I-Programming Using Java 5. MB735I-Web Analytics 6. MB736I-E-Business 7. MB737I-Programming using Python
<p>G. International Business</p> <ol style="list-style-type: none"> 1. MB731IB- Import- Export Management and Documentation 2. MB732IB- International Marketing 3. MB733IB-International Financial Management 4. MB734IB- Global Workforce Management 5. MB735IB- International Economics 6. MB736IB- Mergers, Acquisitions & Corporate Restructuring 7. MB737IB- International Legal Framework 8. MB738IB- Cross-cultural Management 	<p>H. Operations Management</p> <ol style="list-style-type: none"> 1. MB731O-Total Quality Management 2. MB732O-Project Management 3. MB733O-Lean and Six Sigma 4. MB734O-Production Planning and Control 5. MB735O-Service Operation Management 6. MB736O-Inventory Management 7. MB737O-Logistics & Warehouse Management

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Summary of Credit**

Year	Trimester	Credit		Year Credit
		Theory	Practical	
First Year	I	21.5	2.5	68
	II	20	2	
	III	20	2	
Second Year	IV	24	4	64
	V	21	1	
	VI		14	
Total				132

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Subject Code	MB601	Subject Title	Business Communication						
LTP	301	Credit	3.5	Subject Category	DC	Year	2018-19	Trimester	Ist

Course Objective:

The main objective of this course is to empower students to communicate effectively, orally as well as in written form to deal with all kinds of business situations

Course Pre/Co- requisite (if any) :

UNIT 1: Business Communication Basics

Definition, Objective, Communication process, Elements of communication, Channels of communication, Effective communication,

UNIT 2: Communication types and Barriers

Oral, Written, Formal, Informal, Verbal and non-verbal, Barriers to communication, Types of communication barriers, Over-coming barriers to communication.

UNIT 3: Presentation Skills

Audience analysis, Designing and delivering oral presentations, Managing stage-fright and anxiety, Visual aids, presenting reports, handling queries, Managing queries and responses

UNIT 4: Listening Skills

Listening process, Levels of listening, Types, Barriers to effective listening, improving listening skills.

UNIT 5: Corporate Communication

Recent trends of communication in corporate world, writing effective emails, Managing Social Media, Crisis Communication and Issue management, Media Relations and Research

Learning Outcome

After the end of this course, student shall be able to

- Give effective business presentations,
- Write effective emails, sales letter etc.
- Speak well in public platforms
- Display sound listening skills

Text book [TB]:

- i. Bovee, C.L., Thill, J.V. and Chatterji, Abha.; Business Communication Today; Pearson Education

Reference books [RB]:

- i. Locker, K.O. and Kaczmarek, K.S.; Business Communication: Building Critical Skill; McGraw-Hill Education
- ii. Taylor, Shirley; Communication for Business; Pearson Education
- iii. Lesikar, R.V. and Pettit, J.D.; Business Communication: Theory and Application; McGraw-Hill Education

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Subject Code	MB602	Subject Title	Business Economics						
LTP	310	Credit	3.5	Subject Category	DC	Year	2018-19	Trimester	Ist

Course Objective:

The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory

Course Pre/Co- requisite (if any) :

UNIT 1: Managerial Economics

Introduction, Nature and Scope, Objectives of the Firm, Theories of the Firm-, Demand- Meaning, Types and Determinants, Demand Function, Law of Demand, Law of Supply, Market equilibrium, Elasticity of Demand, Demand Forecasting

UNIT 2: Production Analysis

Production Function- Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Law of Returns to Scale, Cost Concepts

UNIT 3: Market Structure

Market Structures (Perfect Competition, Monopoly, Oligopoly and Monopolistic Competition), Output

UNIT 4: Pricing & Profit Decisions:

Pricing and Profit Decisions under different market structures, Cost Oriented Pricing Methods, Skimming and Penetration Pricing

UNIT 5: Measuring National Income

Concept of National Income, and Methods of measurement of National Income, Inflation and its types, Measures to Control inflation

Learning Outcome

At the end of this course, the students will be able to

- Understand demand and supply related issues for various products and services
- Solve production related issues
- Differentiate between different forms of market structures and their resulting implications for taking pricing and profit related decisions.
- Understand concept of national income and its measurement techniques.

Text book [TB]:

- i. Peterson, H. Craig, Lewis, W. Chris and Jain, Sudhir K. Managerial Economics

Reference books [RB]:

- i. Locker, K..O. and Kaczmarek, K..S.; Business Communication: Building Critical Skill; McGraw-ii. Hill Education
- ii. Taylor, Shirley; Communication for Business; Pearson Education
- iii. Lesikar, R.V. and Pettit, J.D.; Business Communication: Theory and Application; McGraw-Hill Education

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Subject Code	MB603	Subject Title	Financial Accounting and Analysis						
LTP	410	Credit	4.5	Subject Category	DC	Year	2018-19	Trimester	Ist

Course Objective:

This course aims to provide basic understanding of fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary so that student will be able to understand what is accounting and its role in making business decisions. It also explains role of basic financial analysis of financial statements. Students can also able present the data in an accurate and meaningful manner and also prepare and compare basic financial statements interpret basic financial data.

Course Pre/Co- requisite (if any) :

UNIT 1: Introduction to Accounting:

Accounting concepts, conventions and principles; systems of book keeping IFRS, Accounting as an information system, Users of accounting information, Role of accounting in economic development,

UNIT 2: Mechanics of Accounting:

Accounting equation, effect of transactions on accounting equation, classification of accounts, The Journal and its sub-division, Ledger, Trial balance, Financial statements, Rectification of errors

UNIT 3: Accounting for Assets

Depreciation & Amortization, Recent trends in corporate reporting, Indian Accounting standards, International financial reporting standards

UNIT 4: Financial Statement Analysis:

Financial Statements – Concepts, Reconstruction of Income Statement and Position Statement. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical vs. Horizontal Analysis. Internal Vs. External Analysis

UNIT 5: Techniques of Financial Analysis

Ratio analysis, different types, trend analysis, Funds Flow analysis, cash flow analysis, schedule of working capital changes.

Learning Outcome

Having successfully completed this course, the student will demonstrate:

- An ability to recognize, record, and classify new accounting data.
- An ability to analyze a company's financial statements.
- An ability to interpret the financial position of a company with the help of different financial analysis tools.

Text book [TB]:

- i. Godwin/ Alderma / Sanyal, Financial Accounting- A South Asian Perspective, (Financial ACCT), Cengage Learning, 2E, ISBN-13: 978-81-315-2024-6.

Reference books [RB]:

- i. R. Narayanswamy, Financial Accounting-A Managerial Perspective, PHI, 5E, ISBN-978-81-203-494900.
- ii. Ghosh T P - Accounting and Finance for Managers, (Taxman, 1st Edition).

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Subject Code	MB604	Subject Title	Organizational Behavior						
LTP	310	Credit	3.5	Subject Category	DC	Year	2018-19	Trimester	I st

Course Objective:

To enhance understanding of the dynamics of interaction between individual and the organization; Facilitate a clear perspective to diagnose and effectively handle human behavior issues in organization; Develop greater insight into their own behavior in interpersonal and group team situations; Acquire skills in influencing people in organizations; To help students to become aware of the influence of organizational structures and designs on the attitudes and performance of people working in organizations

Course Pre/Co- requisite (if any) :

UNIT 1: Introduction to OB

Organizational Behavior- Introduction; Models of OB; Workforce Diversity, Determinants of Individual Behavior.

UNIT 2: Foundations of Individual Behavior

Transactional Analysis; Johari Window; Personality; Conflict management

UNIT 3: Culture and Climate

Organizational Culture & Climate, Organizational Learning & reinforcement

UNIT 4: Change Management

Organizational change: nature, planned change, resistance and its management, Organizational development: concept, processes and techniques

UNIT 5: Group Dynamics

Group cohesiveness, Types of Group and Group formation, Leadership effectiveness. Power and politics

Learning Outcome

After the end of this course, student shall be able to

- i. To help the students to develop cognizance of the importance of human behaviour.
- ii. To enable students to describe how people behave under different conditions and understand why people behave as they do
- iii. To provide the students to analyse specific strategic human resources demands for future action.

Text book [TB]:

- i. Organizational Behaviour, 7th ed. ,by Luthans, Fred McGraw-Hill, New York

Reference books [RB]:

- ii. Johns, G., and Saks, Organizational Behaviour- Understanding and Managing life at work, 7th Ed., Pearson.
- iii. Gerard H. Seijts, Cases in Organization Behavior, 1st Edition, Sage.
- iv. Jerald Greenberg, Behavior in Organizations, 10th Edition, Prentice Hall.
- v. Organizational behaviour, 9th edition by Stephen P. Robbins. Prentice Hall International, Inc..
- vi. Luthans, Fred, Organizational Behaviour: An evidence based approach, 12th edition. Tata McGraw Hill
- vii. Uday Pareek, Understanding Organizational Behavior, 3rd Edition, Oxford University Press,

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Subject Code	MB605	Subject Title	Marketing Management						
LTP	310	Credit	3.5	Subject Category	DC	Year	2018-19	Trimester	I st

Course Objective:

This course focuses on developing an understanding of marketing concepts, theories, principles and practices amongst students. In this course students will be exposed to different decision making situations pertaining to segmentation, targeting, positioning and Product, Price, Place, Promotion in Indian as well as global context..

Course Pre/Co- requisite (if any) :

UNIT 1: Marketing Concepts:

Nature and Scope of Marketing, Core Marketing Concepts, and Company Orientation toward the Marketplace

UNIT 2: Marketing Enablers:

Marketing Environment, Consumer Markets, Business Markets, Buying Decision Process, Participants in the Buying Process.

UNIT 3: Strategic Marketing:

Strategic Planning, Marketing Planning, Market Segmentation, Targeting and Positioning.

UNIT 4: Marketing Mix:

Product Decisions, Pricing Methods and Strategies, Promotion Mix, Place, Marketing Plans Implementation, Evaluation and Control

UNIT 5: New Age Marketing Tools

Google Adword, Facebook Marketing, Twitter marketing, LinkedIn Marketing

Learning Outcome

After the end of this course, student shall be able to

- Understand what marketing is and how firms today are marketing their products and services
- Analyze the environmental factors for developing SWOT for firms
- Understand buying behavior and resulting implications for marketers
- Carry out marketing research for facilitating business decisions making
- Learn and develop Segmentation, Targeting and Positioning strategies
- Apply tools and techniques to take effective decision with regards to product, price, place and promotion with ethical consideration

Text book [TB]:

- Kotler, P, "Marketing Management", 13th ed., Pearson India, 2016

Reference books [RB]:

- Grewal, D. and Levy, M. Marketing, Tata McGraw Hill Education Private Limited (2017)
- Ramaswamy, V. S. and Kumari, N., Marketing Management-Planning, Implementation and Control, McMillan India (2016)
- Saxena, R., Marketing Management, Tata McGraw Hill (2003)

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Subject Code	MB606	Subject Title	Statistics for Management						
LTP	310	Credit	3.5	Subject Category	DC	Year	2018-19	Trimester	I st

Course Objective:

This course aims to provide basic understanding of the statistical tools & its applications in business. It covers central tendency, linear correlation & regression, probability, hypothesis testing and time series analysis.

Course Pre/Co- requisite (if any) :

UNIT 1: Introduction to the Practice of Statistics:

Statistics in Business, Basic statistical concept, Measures of Central Tendency, Measures of Dispersion, Skewness and Kurtosis

UNIT 2: Marketing Enablers:

Probability distribution concept: Normal distribution, Binomial distribution and Poisson distribution

UNIT 3: Concept of Correlation and Regression:

Linear correlation, Regression, Multiple correlation and regression,

UNIT 4: Hypothesis Testing:

Estimation Theory and Hypothesis Testing, Formulation of hypothesis, Application of Z, T-test, Chi-Square, F, ANOVA

UNIT 5: Time Series Analysis:

Concept and applications of time series in business, Component of Time series

Learning Outcome

After the end of this course, student shall be able to

- Understand the importance of statistics in decision making
- Understand the basic statistical tools used in data analysis
- Understand the hypothesis testing & its application in research
- Select right statistical tools to be used in data analysis
- Understand how to interpret and report the results

Text book [TB]:

- i. Applied business statistics: Making better business decisions (7th edition) by Ken Black, Publisher: Wiley.

Reference books [RB]:

- ii. Statistics for Managers Using Microsoft Excel and Student CD Package (4th Edition) by David M Levine, David Stephan, Timothy C. Krehbiel, Mark L. Berenson, Hardcover: 880 pages, Publisher: Prentice Hall
- iii. Business Statistics using Excel, Glyn Davis and Branko Pecar, Oxford University Press, USA

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Subject Code	MB607	Subject Title	Data Analysis - I						
LTP	0 0 4	Credit	0	Subject Category	DC	Year	2018-19	Trimester	Ist

Course Objective:

This course aims to provide basic understanding of the statistical tools & its applications in business. It covers central tendency, linear correlation & regression, probability, hypothesis testing and time series analysis.

Course Pre/Co- requisite (if any):

UNIT 1: Introduction to MS Excel & Basic mathematical functions

Excel Interface, Ribbon, Tabs, Basic operations - Aligning, Font selection, Selecting, filtering, sorting, referencing, Sum, multiply, divide, sum product

UNIT 2: Statistical and financial operations

Average, correlation, regression, histogram, frequency, ANOVA, Testing of hypothesis, Charting, Vlook up, Hlookup, Match, Index, Data Validation, PMT

Learning Outcome

After the end of this course, student shall be able to

- Understand the importance of statistics in decision making
- Understand the basic statistical tools used in data analysis
- Understand the hypothesis testing & its application in research
- Select right statistical tools to be used in data analysis
- Understand how to interpret and report the results in research
- Select right statistical tools to be used in data a

Text book [TB]:

- i. MS-Excel Bible 2013

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Subject Code	MB608	Subject Title	Value Added Training -1 (Audit Course on Soft Skills)						
LTP	0 0 0	Credit	0	Subject Category	AC	Year	2018-19	Trimester	Ist

Course Objective:

This course aims to provide soft skill training through activities, roles plays, presentations, debates, group discussion etc. This course will provide students an opportunity to learn various critical soft skills such as leadership, communication, motivation, team spirit etc. in fun way without feeling the pressure of a typical exam.

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Subject Code	MB609	Subject Title	Corporate Finance						
LTP	3-1-0	Credit	3.5	Subject Category	DC	Year	I	Trimester	II

Course Objective: The course focuses on making students understand basic fundamentals financial concepts, principles, elements of financial statements, frameworks and tools necessary for analyzing financial decisions

Course Pre/Co- requisite (if any): None

Unit 1- Introduction to corporate finance and Time value of money

Types of financial management decisions, the role of the financial manager, the goal of financial management, Financial statement analysis.

Unit 2- Financial Mathematics

Time value of money-tools and techniques, cash flow diagrams, capital recovery model, sinking fund model, Investment appraisal

Unit 3- Capital Structure and Financing Decisions

The elements and role of financial planning, Cost Vs Earning theories of capitalization, Capital structure decisions, Trading on Equity, Capital Gearing, Leverage, Computation of Cost of capital & WACC.

Unit 4- Investment Decisions

Concepts and procedures of capital budgeting, investment criteria, Working Capital Management.

Unit 5- Dividend Decisions:

Procedural aspects of declaration & payment of dividend, Dividend policy, Factors affecting dividend policy, Dividend decisions and valuation of firm-Walter's VS Gordon Approach- Computation, MM Approach.

Learning Outcome- Course Outcome: At the end of this course the student will be able to -

On completing this course students will be able to:

- Understand and analytical and practical tools essential for corporate financial decisions
- Evaluate a Corporation's investment decisions from a financial perspective
- Recommend a course of financial action for a given business situation
- Provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of financial theories.

Text book [TB]:

Khan and Jain, Financial Management

Reference books [RB]:

Financial Management, IM Pandey, Vikas Publication

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Subject Code	MB610	Subject Title	Consumer Behavior						
LTP	3-1-0	Credit	3.5	Subject Category	DC	Year	I	Trimester	II

Course Objective: The course focuses on making students gain a thorough grasp of psychological principles which govern the influence of marketing mix on the consumer behavior, identify key psychological reasons for how and why consumers respond in particular situations and utilize the above understanding in order to make an effective marketing mix decision

Course Pre/Co- requisite (if any): None

Unit 1- Introduction to Marketing & Consumer Behavior

Marketing Orientations, Segmentation, Targeting and Positioning, Models of Comprehensive Buyer Behavior, Consumerism

Unit 2-Consumer Buying Process

Types of consumer buying behavior: extensive problem solving, limited problem solving, routine problem solving and dissonance reducing behavior; Stages of consumer decision making process

Unit 3- External Influence to buyer behavior

Culture, Social Class Variables, Sub Culture, Reference Group Family Variables Impacting Consumer Behavior,

Unit 4- Psychological Factors Determining Buyer Behavior

Consumer Motivation, Learning and Memory, Perception, Personality and Self-concept, Attitude

Unit 5- Business Buying Behavior

Models of Business Buying Behavior, Patterns of Industrial Buying Behavior in India, Diffusion of Innovation

Learning Outcome- Course Outcome: At the end of this course the student will be able to -

- Understand the nature of consumer behavior and various theories underlying the same
- Develop a deep understanding into various facets of consumer behavior
- Correlate the theoretical and practical aspects of consumer behavior
- Think like business and marketing professionals involved in the strategic and operational activities of consumer behavior within an organization

Text book [TB]:

Solomon, Michael, Gary Bamossy, Søren Askegaard, and Maragreth Hogg (2009), Consumer Behaviour: A European Perspective, 3rd Edition, Pearson

Reference books [RB]:

1. Roger D Blackwell ,Paul W Miniard ,James F Engel, —Consumer Behavior||, 1st India Edition, 2008, South Western
2. Consumer Behaviour and Branding: Concepts, Readings and Cases-The Indian Context, S Ramesh Kumar
3. Hoyer, Wayne and Deborah McInnis. *Consumer Behavior*. Boston: Houghton Mifflin
4. Kardes, Frank (2008), Consumer Behavior Science and Practice, Sputh-Western

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Subject Code	MB611	Subject Title	Legal Aspects of Business						
LTP	3-1-0	Credit	3.5	Subject Category	DC	Year	I	Trimester	II

Course Objective: This course is designed for students seeking to enhance their effectiveness for optimizing the human resource potential of their organization in order to achieve business and strategic objectives. In this course, students will learn the basic concepts and frameworks legal aspects, contract, act, negotiable instrument act.

Course Pre/Co- requisite (if any): None

Unit 1-Indian Contract Act, 1872:

Introduction & Essential of valid contracts under Section 10, Quasi contracts, Contingency contracts, Discharge of contracts, Breach of contracts and its damages, Special types of contracts: contract of indemnity and guarantee, bailment, pledge and general provisions of contract of agency

Unit 2-The Sales of Goods (SOG) Act, 1930:

Contract of sales of goods: definition and essentials of SOG, Goods and their classification, Sale and transfer of ownership, Conditions and warranties, passing of property and rights of unpaid seller, Remedies for breach, Adjudication & arbitration.

Unit 3-The Companies Act, 2013:

Nature and kinds of companies, Formation of a company, Company management, Company meetings, Dissolution of company.

Unit 4-The Negotiable Instruments Act, 1881:

Concept of negotiable instruments and its importance, Promissory note, Cheque and bill of exchange, Holder for value and holder in due course, Types of negotiation, Endorsement, Rights and duties of collecting and paying bankers, Forgery.

Unit 5-Consumer Protection Act, 1986

Consumer rights and duties, Consumer grievance and redressal forums.

Learning Outcome-

On completion of this course, learners will be able to: appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context. Identify the fundamental legal principles behind contractual agreements.

Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.

Acquire problem solving techniques and to be able to present coherent, concise legal argument

Text book [TB]: Business Law, N.D.Kapoor

Reference books [RB]: Business Law by Kuchhal

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Subject Code	MB612	Subject Title	Decision Modeling using Spreadsheets						
LTP	3-1-0	Credit	3.5	Subject Category	DC	Year	I	Trimester	II

Course Objective: The main aim of this course is to introduce students to the techniques of decision modeling & provide students with basic skills and knowledge of decision modeling and its application in management field.

Course Pre/Co- requisite (if any): None

Unit 1- Introduction to decision modeling

Overview on Decision Modeling, Types of model, Steps involved in decision modelling, Problems in developing decision models, modeling through spreadsheet- hands on examples.

Unit 2- Linear Programming basics

An introduction to Linear Programming: Concept, Assumptions and Applications, Formulating a linear programming model, Graphical solution to LPP, Simplex Algorithm

Unit 3- Transportation Models

An introduction to Transportation models, VAM and MODI Methods, Overview of Assignment Model, Hungarian method

Unit 4- Decision Analysis

Overview on Decision Analysis, Steps involved in decision analysis, Decision tree Analysis, Forecasting models.

Unit 5- Network Analysis

Project Scheduling: PERT/CPM, Queuing Models, An Overview on Simulation Modeling, Monte Carlo simulation

Learning Outcome-

After successful completion of course students will be able to

- Identify and develop operational research models from the verbal description of the real system.
- Understand the mathematical tools that are needed to solve optimization problems.
- Use mathematical software to solve the proposed models.

Develop a report that describes the model and the solving technique

Text book [TB]:

Managerial Decision Modeling with Spreadsheets by- Nagraj Balakrishnan et al, pearson publication.

Reference books [RB]:

Taha, Hamdy, Operations Research, 7th edition, (USA: Macmillan Publishing Company), 2011.

Wayne L. Winston, Practical Management Science: spreadsheet modeling and applications

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB613	Subject Title	People Management						
LTP	3-1-0	Credit	3.5	Subject Category	DC	Year	I	Trimester	II

Course Objective: This course is designed for students seeking to enhance their effectiveness for optimizing the human resource potential of their organization in order to achieve business and strategic objectives. In this course, students will learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration.

Course Pre/Co- requisite (if any): None

Unit 1- Introduction to People Management

Introduction, Manpower Planning & Forecasting methods.

Unit 2- Manpower Procurement

Job Analysis, Job Design & its techniques, Recruitment: Process & sources, Scientific Selection Process. On boarding, Induction and orientation

Unit 3-Performance Management

Promotions and Transfers, Retrenchment and VRS. Concept of Golden Hand Shake. Types of training and Development. Performance Management- Different elements of Performance Management, process and evaluation techniques.

Unit 4-Rewarding Employees

Employee Remuneration: Monetary & Non-Monetary benefits, Remuneration Plans, Concepts of Wages. Ethical Issues in HRM,

Unit 5-Employee Welfare

Employee Welfare: Meaning, Types of Welfare Activities, welfare facilities by the Government, Welfare Activities by the Trade Unions, Legal aspects of employee welfare.

Learning Outcome-

- Contribute to the development, implementation, and evaluation of employee recruitment, selection, retention plans, health and safety policies and practices.
- Develop, implement, and evaluate organizational development strategies aimed at promoting organizational effectiveness.
- Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, training and development.
- Recognize, outline, and illustrate the enduring global contexts of International HRM

Text book [TB]:

Gary Dessler: Human Resource Management, Pearson Education India (2017).

Reference books [RB]:

1. VSP Rao: Human Resource Management, Excel Books
2. Arun Monappa: Managing Human Resources, McMillan
3. Kesho Prasad: Strategic Human Resource Management, Prentice Hall India

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB614	Subject Title	Business Environment						
LTP	2-1-0	Credit	2.5	Subject Category	DC	Year	I	Trimester	II

Course Objective: The course focuses on apprising students the relevance of understanding environmental variables in taking effective business decisions making. Students will learn how to analyze business environmental variables to identify possible expansion opportunities and warding off potential threats in today's globalized business environment.

Course Pre/Co- requisite (if any): None

Unit 1- Business Environment

Overview of business environment, Understanding of Micro and Macro variables for business, Trade Theories, Emerging Trends in business Environment.

Unit 2- Indian Economic Environment

Structure of Indian Economy- Public, Private, Joint and Co-operative Sectors, Overview of Planning in India, Industrial Policy, and Foreign trade Policy, Overview of Indian Financial System.

Unit 3- Trading Blocks

Trading Blocks- SAARC, ASEAN, BRICS, EU, NAFTA, SAFTA, Other Major trading blocks

Unit 4- International Institutions

WTO, IBRD (World Bank), IMF, IFC and ADB- Objectives, Organization Structure and Functioning.

Unit 5- International Institutions

WTO, IBRD (World Bank), IMF, IFC and ADB- Objectives, Organization Structure and Functioning.

Learning Outcome-

On completing this course students will be able to:

- Understand and analyze different environmental variables
- Learn how global events affect the business decisions and market sentiments
- Understand how Industrial policies are dependent on these environmental factors
- Learn International trade theories and their implications for business
- Appreciate the role of world business bodies such as WTO, IMF etc. in guiding Global trade

Text book [TB]:

Justin Paul, Business Environment: Text & Cases, Tata McGraw-Hill Education

Reference books [RB]:

1. Hill, Charles W., Arun K. Jain, International Business, Tata McGraw Hill (2008).
2. Richard, M.S. and Luciera, N., Managing in the Global Environment, PHI (2006).
3. Cherunilam, F., Business Environment, Himalaya Publishing House (2007).

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB615	Subject Title	Data Analysis - II						
LTP	0 0 4	Credit	2	Subject Category	DC	Year	I	Trimester	II

Course Objective:

This course aims at making student learn data analysis using SPSS software for taking business decisions.

Unit 1: Introduction to SPSS

An Overview of SPSS, Data entry, Creating and editing a data file, exporting and importing data, Data Visualization: bar charts, histograms, Scatter plot, Tabulation, Descriptive Statistics.

Unit 2: Data Analysis using SPSS

Normality Testing, Linear Correlation & Regression. Hypothesis testing: T test (One Sample, Independent Sample and Paired Comparison), ANOVA, Chi square Test.

Unit 2: Data Analysis using Eviews

Eviews Interface, importing and exporting data file, Descriptive statistics, Inferential Statistics

Learning Outcome-

- To use SPSS and perform data analysis by choosing an appropriate statistical tool for solving various decision making situations.

Text book [TB]:

Craver and Nash, "Doing Data Analysis with SPSS Version 18.0.", 5th Edition , Cengage Learning

**Course Structure & Syllabus of
 MASTER OF BUSINESS ADMINISTRATION
 (MBA Trimester System)
 FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB616	Subject Title	Value Added Training-II (Audit Course on Foreign Language)						
LTP	0 0 0	Credit	0	Subject Category	AC	Year	I	Trimester	II

Course Objective: This is an audit course aimed at making students learn one of the foreign languages (French, German, Spanish, and Japanese etc.) that gives them more acceptability in foreign MNCs present in India as well as abroad.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB617	Subject Title	Business Research Methods						
LTP	3 1 0	Credit	3.5	Subject Category	DC	Year	I	Trimester	III

Course Objective:

This course aims at empowering students with knowledge and ability to generate requisite information for business decision making through carrying out effective research. Students will learn various tools and techniques necessary to create knowledge and information that will aid in managerial decision making.

UNIT-I: Introduction to Business Research Methods

Research Methods Fundamentals, Types of Research, Applications of Research Methods in Business, Research Process.

UNIT-II: Research Designs

Exploratory, Descriptive and Experimental Research Designs, Choosing an appropriate research design for a research problem.

UNIT-III: Sampling Design, Measurement and Data Collection

Sampling Process, and Techniques, Primary and Secondary data, Scaling Techniques, Questionnaire Design,

UNIT-IV: Statistical Techniques for Data Analysis

Analyzing data using descriptive Statistics and Inferential Statistics, Testing of Hypothesis, Multivariate techniques for data analysis,

UNIT-V: Report Writing-

Types of Reports, structure of business reports, Referencing and bibliography, Intellectual Property rights, and plagiarism

Learning Outcomes:

After completion of this course students should be able to:

- Understand basics of research i.e. research, research types, approaches, concepts etc.
- Learn and carry out effective research using exploratory, descriptive and experimental designs
- Develop an acumen to suggest an appropriate research design for a given business situation
- Understand and apply various statistical tools and techniques for data analysis
- Prepare and present research finding in a well-structured formal report.

Text Book:

1. Umasekaran, B., Research Methods for Business, John Wiley and Sons (2005).

Reference Books

1. Saunders, M. and Lewis, P., Research Methods for Business Students, Prentice Hall
2. Business Research Method, W. Zikmund Thomson Publication

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB618	Subject Title	Digital & Social Media Marketing						
LTP	3 1 0	Credit	3.5	Subject Category	DC	Year	I	Trimester	III

Course Objective:

The main objective of this course is to make students aware about what, why, and how of major online marketing approaches, including online listening and monitoring, search engine optimization, PPC, search ads, email marketing, and participating in social media such as Face book, Twitter LinkedIn etc.

UNIT-I:INTRODUCTION TO DIGITAL MARKETING

Digital Marketing Fundamentals, Historical evolution of Internet, Digital Marketing Industry, scope of Digital marketing (Applications), Digital Marketing Plan, Revenue or Business Models, Digital Marketing Environment

UNIT-II:DIGITAL MARKETING STRATEGY

Digital Marketing Research, Online Consumer Behavior- Online Buying Process, Online buying Behavior models, Segmentation, Targeting and Positioning (STP) in online environment, Conceptualizing an online product and Developing a Website, Website designing tools

UNIT-III: DIGITAL MARKETING COMMUNICATION TOOLS-I

Integrated Marketing Communication (IMC), IMC tools – SEO, SEM (hands on session on Google Adwords, Interactive Advertising),

UNIT-IV: DIGITAL MARKETING COMMUNICATION TOOLS-II

E-Mail Marketing, Online Public Relation, Affiliate Marketing

UNIT-V: MARKETING THROUGH SOCIAL MEDIA

Marketing through Social Media such as Facebook, Twitter, LinkedIn, Google+, role of Virtual communities and blogs, Social Media for Consumer Insight, Social Media Metrics

Learning Outcomes

After completion of this course students should be able to:

- Understand what digital marketing is and how firms today are marketing their products and services online
- Differentiate between SEO and SEM and Implement PPC ads (Specifically google adword ads)
- Learn how to map PPC with google analytics
- Design email marketing campaign
- Understand how affiliate marketing is done
- Learn the importance of online public relation and online reviews and how to respond to them
- Understand how to design social media campaigns on facebook, twitter and linkedin

Text Books

1. e-Marketing: Strass, El-Ansary, Frost, pearson publication (2017)

Reference Books

1. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media by Liana Li Evans, Pearson Publication.
2. Social Median Marketing Book; By Dan Zarrel,O'Reilly Media.2009.
3. Digital Marketing: Strategy, Implementation and Practice, 5/E, Dave Chaffey, Pearson.

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB619	Subject Title	Cost & Management Accounting						
LTP	3 1 0	Credit	3.5	Subject Category	DC	Year	I	Trimester	III

Course Objective –The main purpose of this course is to apprise students about various approaches of costing and budgeting.

UNIT-I: Introduction to Cost Accounting

Cost Concepts, types, Overhead allocations and preparation of cost sheet, Cost estimation

UNIT-II: Management Accounting

Management Accounting and managerial decisions, Role and responsibilities, strategies and applications, Value chain analysis, Target costing, Life cycle costing.

UNIT-III: Marginal Costing

Cost volume profit analysis, **Breakeven** Analysis and decision making, Differential costing and incremental costing and their role in management decisionmaking.

UNIT-VI: Budgeting

Concept of budget: budgeting and budgetary control, Static and flexible budgeting, Preparation of cash budget, Advantages and limitations of budgetary control.

UNIT-V: Responsibility Accounting

Concept and various approaches to responsibility accounting, Concept of investment center, Cost center, Profit center and responsibility center and its managerial implications, Transfer pricing: multinational transfer pricing, market based transfer pricing and cost-based transfer pricing,

Learning outcomes-

After completion of this course, students will be able to understand –

1. Various approaches of costing
2. Breakeven analysis.
3. Concept of budgeting.
4. Approaches of responsibility accounting.

Text Book:

1. Principles of Management Accounting - Manmohan and Goyal

Reference Books:

1. Management Accounting principles and practice - R.K.Sharma and S.K. Gupta
2. Management Accounting and Financial control - R.L. Gupta
3. Management Accounting - I.M. Pandey
4. Management Account - Robert Anthony
5. Ravi M. Kishore, Cost Accounting and Financial Management, 7th Edition, Taxmann's New Delhi
6. C.A. Bhavesh & N. Chandarana, Cost Accounting and Financial Management, 2nd Edition, Taxmann's, New Delhi, 2013.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB620	Subject Title	International Business						
LTP	2 1 0	Credit	2.5	Subject Category	DC	Year	I	Trimester	III

Course Objective

The objective is to impart knowledge and skill of analysis of operational processes of business between two or more nations.

Unit I. International Business-an Overview

Types of International Business, Global Business Environment- political, Economic, Cultural, Demographic, **Environment, Recent World Trade and Foreign Investment trends, Balance of Payments Accounts** and Approaches to international business.

Unit II. Global Financial Environment & Trade Associations

World Financial Environment, Cross-National Cooperation and Agreements, Tariff and Non-Tariff Barriers, WTO, Regional Blocks, International Marketing Decisions-Mode of Entry,

Unit III International Marketing Mix

Marketing Mix Decision for International Business. foreign Exchange Market, Offshore Financial Centers, International Banks, Non-Banking Financial Service Firms, Stock Markets. Foreign exchange regulation.

Unit III: Global Competitiveness, Export Management, Licensing, Joint Venture, Technology and Global Competition, Quality Control and Pre-Shipment Inspection, Role of Clearing and Forwarding Agents, Shipment of Export Cargo, Excise and Customer Clearance, Shipping System and Freight Structure,

Unit V: Export and Import Documents, Export Incentives, Export Promotion Schemes with special reference to India. And Challenges in International Business. Export Trading Companies-Topology of ETC's, Export Financing, Foreign Exchange Regulations.

Text Books

- Chales W.L Hill -International Business

Reference Books

- John, F -International Business Strategy and Administration
- Lal Sanjay -Multinationals, Technology and Exports
- Robinson D Richard -International Business Management
- Bhalla V.K.& Sivramu International Business Environment and Business
- Govindrajan Mastering Global Business
- K Ashwathapa -International Business Environment
- Devil and Sundram –International Business

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB621	Subject Title	Production & Operation Management						
LTP	3 1 0	Credit	3.5	Subject Category	DC	Year	I	Trimester	III

Course objective:

To familiarize the students with the principles and techniques related to effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

Unit I: Introduction:

Nature, Scope, Strategy framework, Difference between product and services, Evolution of production and operations management.

Unit II: Product Planning & Process design:

Integrated product development, Process strategy, process matrix, Process design in Services, Product Design and Service Design.

Unit III: Overview of Supply Chain

Introduction to Supply Chain Management, Push and Pull Strategies, Significance, Bullwhip Effect, Role of supply chain in modern organization

Unit IV Inventory management

WIP, EOQ Model, ABC Classification, Forecasting and its different methods, Capacity Planning.

Unit V: Productivity, Quality and Managing Operations

Total quality management, Statistical quality control, *Managing Operations*: Types of maintenance system, Breakdown and preventive value chain, Purchasing, Vendor selection, Enterprise Resource Planning.

Learning Outcomes

Upon completion of this course, students will be able to

- Differentiate between Operation and Production management.
- Identify the roles and responsibilities of operations managers.
- Assess the needs in any organization in context of operations as well as productions.
- Learn importance of functional areas of operation i.e. layout, location, inventory, quality, quantity, purchasing pattern etc.
- Apply understanding of the production and operation concepts in taking better business decisions

Text Books:

1. Chase, Aquilano and Jacobs, Production and Operations Management, Tata McGraw- Hill (2017).

Reference Books:

1. Russell, R. S. and Taylor III, B. W., Operations Management, Pearson Education (2006).
2. Lee J. Krajewski & Larry P. Ritzman, Operations Management: Strategy and Analysis, Pearson Education (2006).
3. Evans and Collier, Operations Management, Cengage Learnings (2007)
4. Gaither and Freizer, Operations Management, Cengage Learnings (2004)
5. Martin K. Starr, Production and Operation Management (Biztantra), Wiley India Pvt. Ltd. , New Delhi.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB622	Subject Title	Computer Applications in Management						
LTP	3 1 0	Credit	3.5	Subject Category	DC	Year	I	Trimester	III

Course Objective:

The purpose of this course is to make students learn basics of computers along with its applications which may be useful in business.

Unit I: Introduction to Computer Systems Introduction

Evolution of Computers, Characteristics, Classification Generations; Computer Architecture: Components of Computer Systems (I/O Devices); Computer Memory; Data Representation Computer Software, Types, Software Development Life Cycle;

Unit II: Introduction to Algorithm

Introduction to Algorithm; Flow chart Operating Systems Operating System: Functions of OS, Measuring System Performance; Evolution of Operating Systems : Serial Processing, Batch Processing, Multiprogramming;

Unit III: Introduction to Operating System

Types of Operating System; Operating System Techniques Multitasking, Multithreading, Multiprocessing; Some Popular Operating Systems: DOS (Disk Operating System), Linux Operating System, Microsoft Windows.

Unit IV: Introduction to Office tools

Introduction to MS-Word: page layout, font size, type, text formatting, table creation, basic shapes, use of header and footer, water marking.

Introduction to MS-Excel: worksheet, conditional formatting, sort and filter, formulas, insertion different types of chart, basic data analysis.

Introduction to Power point: creation of slides, insertion of table, chart and images, animation, duplicate slide, transitions, slide show.

Unit V: Introduction to Google cloud utilities

Introduction to google drive, attaching documents using google drive mail, creation of google word doc and sharing, creation of google sheet, creation of google form and connect with response sheet, introduction to google web site and uploading of data on sample site.

Learning Outcomes-

After completion of this course students will be able to understand

5. Components of computer system
6. Working with Operating System
7. Preparing documents with text formatting
8. Preparing excel sheets for day to day tasks
9. Working of google cloud

Text book:

Lyons, C. (2009). Introduction to Information Technology, Pearson Education(2nd Edition)

Reference Book

Berghoff, E. A. et al. (2007). The International Negotiations Handbook. Success through Preparation, Strategy, and Planning. PILPG and Baker & McKenzie.

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB623	Subject Title	Workshop on campus to corporate						
LTP	0 0 4	Credit	2	Subject Category	DC	Year	I	Trimester	III

Course Objective –

The main objective of this course is to describe students how to write perfect resume, art of public speaking, models of professional excellence etc.

Unit I: The Industry-Academia Interface and achieving excellence

Introduction and need for transition, Business School Scenario, Corporate Expectation Scenario, Writing a perfect resume, Essentials of group discussion, the art of public speaking, the interview do's and don'ts.

Unit II: Personal and Organizational Effectiveness

The 50 new rules of work, Professional Etiquettes, Effective Negotiation skills, Managing Conflict, Communication skills, creative Problem Solving, 7cs Model for Professional Excellence, Personality & Personality Development, Building Positive Mindset and work Attitude, Innovation and creativity, Work Life Balance, Time & Stress Management.

Unit III: Understanding Business Etiquette and Employment Interviews

Dressing up, Networking, Exchanging business cards, Shaking hands, Dining etiquettes, Understanding the process, Preparing for the interview: On the day of interview, On the interview table and dress code at interview, Interview mistakes, How to present well in interview, Typical questions asked.

Learning Outcomes

After completion of this course, students will be able to –

1. Write good resume
2. Take care of do's and don'ts while giving interviews.
3. Understand 50 rules of work.

Textbook

Campus to Corporate-Your Roadmap to employability, Gangadhar Joshi , SAGE

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB624	Subject Title	Value Added Training-III ((Audit Course on Creativity))						
LTP	0 0 0	Credit	0	Subject Category	AC	Year	I	Trimester	III

Course Objectives:

This is an audit course aimed at making students think out of box solution for various business problems. The course can be delivered through workshops, management games etc.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB701	Subject Title	Business Ethics & Corporate Governance						
LTP	2 0 2	Credit	3	Subject Category	DC	Year	2 nd	Trimester	IV

Course Objective:

The main objective of this subject is to deliver awareness about ethical behavior, dilemmas in taking business decisions.

UNIT 1

Introduction to Business Ethics

An understanding of Ethics, Importance and Scope of Ethics, Ethics and Business Objective of Business Ethics, Factors influencing Business Ethics, Morality and Ethics, Ethical Performance, Sustainability and CSR

UNIT 2

Managing Ethics

Ethical Activities, Ethical Dilemmas, Whistle Blowing, And Ethical Decision: Making the role of Moral Philosophies in Decision Making, Ethical Issues that arise for Managers, Ethical Organisation, Kohlberg's Model, Carol Gilligan's Model

UNIT 3

Ethical Practices in Business Management

Application in Marketing, Advertising, Finance- Tax Evasion, Lack of Transparency, Preparing False Financial Statement, Speculation and Insider Trading. Application in HRM area like Compensation, and Work Place Harassment of Employee

UNIT 4

Corporate Governance

Concept and Need for Corporate Governance, Parties to Corporate Governance, Role of Independent Directors, Board of Directors duties and responsibilities, Executive remuneration, Agency Theory, Stewardship Theory, Popular Model for Governance

UNIT 5

Capstone Project: Student in groups will complete a project based on understanding of the subject

Learning Outcome

At the end of the course, students will

- Gain insight and awareness of ethical behavior in business decision making
- Learn how to deal with ethical dilemmas in business decisions
- Learn about corporate governance practices and its importance for business

Text book [TB]:

1. Andrew Crane & Dirk Matten, *Business Ethics*, 2nd Edition, Oxford university press

Reference books [RB]:

1. A.C. Fernando, *Business Ethics and Corporate Governance, 2/e*, Pearson Education.
2. CSV Murthy, *Business Ethics (Text and Cases)*, Pub. By HPH
3. John R. Beatright, *Ethics and the conduct of business*, Pub. By Pearson Education

**Course Structure & Syllabus of
 MASTER OF BUSINESS ADMINISTRATION
 (MBA Trimester System)
 FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB702	Subject Title	Summer Internship Report & Seminar						
LTP	0 0 8	Credit	4	Subject Category	DC	Year	2 nd	Trimester	IV

Course Objective:

The main objective of this summer internship is to provide students, an opportunity to see and learn live from Industry by undertaking a 6-8 weeks training during summer break after first year. During this internship period student will be working as an intern in company of their choice in preferably a specialized domain so that they are ready to learn more about specialized training in a given area

Learning Outcome:

At the end of the course, students will

- Understand the working of real business world
- Submit the project report on the training received during internship.

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB703	Subject Title	Industrial Tour						
LTP	0 0 0	Credit	4	Subject Category	AC	Year	2 nd	Trimester	IV

Course Objective:

The main purpose of the Industrial Tour is to take students to renowned industries so that they may get an idea about how does an Industry works.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB704	Subject Title	Strategic Management						
LTP	3 1 0	Credit	3.5	Subject Category	DC	Year	2 nd	Trimester	V

Course Objective:

The main objective of this course is to learn how to apply the strategic management process to analyze and improve organizational performance.

UNIT 1 Introduction:

Basic concepts of strategic management. Strategic decision-making. levels. & Process of strategic management strategic intent: Vision, Mission, Goals and Objectives. Organization Appraisal—organizational capabilities in various Functional areas and Strategic Advantage Profile. Methods and techniques used for organizational appraisal.

UNIT 2 : Environmental Appraisal

Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS)., External and internal assessments- porter's five force model, IFE, EFE & CPM matrix used for assessments

UNIT 3 : Corporate level strategies

Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Business level strategies— Cost leadership, Differentiation and Focus strategies Strategic Analysis and choice The input, matching (TOWS,SPACE, BCG IE,& grand strategy matrix) and Decision stages (QSPM) of strategic analysis choice.

UNIT 4 : Strategic Implementation-

nature of strategic implementation, polices, resource allocation, managing conflicts, managing structure with strategy (functional structure, divisional structure, SBU),restructuring, Reengineering & E- engineering, managing resistance to change, strategic budget allocation, Human resource concerns while implementing Corporate culture & leadership-Leading the strategic execution process.

UNIT 5: Strategy review evaluation and Control

Nature of strategy evaluation, strategy-evaluation framework, measuring organizational performance, taking corrective actions. Levels of strategic control, contingency planning & auditing. Managing strategic change-process, determining need for change, styles and tactics of change management

Learning Outcome

At the end of the course, students will be able to

- To know, understand, and apply the strategic management process to analyze and improve organizational performance.
- To conduct and draw conclusions from internal and external analyzes of an organization's environment and perform SWOT for a firm.
- To develop and choose strategic alternatives based on SWOT analysis.
- To develop implementation plans to execute those strategies

Text book [TB]:

- Fred.R.David(2016) Strategic Management-concepts & cases-Prentice Hall Publication

Reference books [RB]:

- A Thompson,Mararet A Peteraf, John E Gamble, A J Strckland, A K Jain.Crafting & Executing strategy-concepts and cases

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB705	Subject Title	Entrepreneurship Development and Innovation Management						
LTP	3 1 0	Credit	3.5	Subject Category	DC	Year	2 nd	Trimester	V

Course Objective:

- The main objective of this course is to Identify and create entrepreneurial opportunities

UNIT 1 :Introduction to Entrepreneurship

Entrepreneurs; entrepreneurial personality and intentions - characteristics, traits and behavioral; entrepreneurial challenges.

UNIT 2 : Entrepreneurial Opportunities

Opportunities. discovery/ creation, Pattern identification and recognition for venture creation: prototype and exemplar model, reverse engineering, Entrepreneurial Process and Decision Making: Entrepreneurial ecosystem, Ideation, development and exploitation of opportunities; Negotiation, decision making process and approaches, Effectuation and Causation.

UNIT 3 :Crafting business models and Lean Start-ups:

Introduction to business models; Creating value propositions-conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models; Business model canvas, Introduction to lean start-ups, Business Pitching.

UNIT 4:Organizing Business and Entrepreneurial Finance:

Forms of business organizations; organizational structures; Evolution of Organization, sources and selection of venture finance options and its managerial implications. Policy Initiatives and focus; role of institutions in promoting entrepreneurship.

UNIT 5 :Capstone Project

Learning Outcome

After successful completion of the course, student shall be able to

- Identify entrepreneurial opportunities
- Create entrepreneurial opportunities through the invention, development and exploitation of entirely new ideas, products and services,
- Inculcate entrepreneurial competencies including self-confidence, goal setting, planning, information seeking, problem solving and planned risk taking.
- Provide intensive personal counselling to develop a competent entrepreneur and a successful business executive of tomorrow.

Text book [TB]:

- Ries, Eric(2011), The lean Start-up: How constant innovation creates radically successful businesses, Penguin Books Limited

Reference books [RB]:

- Blank, Steve (2013), The Startup Owner's Manual: The Step by Step Guide for Building a Great Company, K&S Ranch. \

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB706	Subject Title	Business Simulation						
LTP	0 0 2	Credit	1	Subject Category	DC	Year	2 nd	Trimester	V

Course Objective:

The main purpose of this course is to make students understand the importance of cross-functional decision making.

About MikesBikes-Intro (MB-I)

It is an Online Business Simulation that will give you the opportunity to run your own company that deals in Bicycle Manufacturing. Students shall be managing all the key functional areas of a Firm involving critical price, marketing, operations, product development, and financial decisions.

Week wise Course Delivery Plan

Week -1	Introduction to Mike Bikes and Learning Plans through team based decisions
Week -2	First Interface with simulation on Single player Version(Practice)
Week -3	Practice Rollover 1 on Multi-player Version
Week -4	Practice Rollover 2 on Multi-player Version
Week -5	Start of Competition – Rollover1 (Year1 decisions to be taken)
Week -6	Competition – Rollover2 (Year2 decisions to be taken)
Week -7	Competition – Rollover3 (Year3 decisions to be taken)
Week -8	Competition – Rollover4 (Year4 decisions to be taken)

Pedagogy

This course shall be delivered through a competition based format where in class is divided into 20 teams having 3-4 members in each team. Simultaneously, 5 teams will be in direct competition i.e. shall be competition with each other and hence shall form WORLD1. In total there will be 4 Worlds having 5 teams in each. Each team shall analyze various reports and take certain decisions so that overall shareholders' value for their respective firm is increased. After every Rollover i.e. submitting their decisions for a given year, the performance of each team shall be analyzed and evaluated.

Learning Outcomes-

After this course, students shall be able to

- Understand how business decisions are actually taken
- Take cross functional area decision to see their resulting implications on the business
- Have a managerial feel to run a company

**Course Structure & Syllabus of
 MASTER OF BUSINESS ADMINISTRATION
 (MBA Trimester System)
 FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB707	Subject Title	Industrial Training Project/Dissertation & Viva Voce						
LTP	0 0 28	Credit	14	Subject Category	DC	Year	2 nd	Trimester	VI

About the course

For all the trimester system students of 2018-20 batch onwards, there will be an opportunity to either pursue a full trimester training in Trimester VI at a company of their choice or stay back in the campus to complete dissertation work. Those who will go for training in companies shall be required to submit an Industrial training project followed by Viva Voce. Those who will be in campus need to work on dissertation and submit the same followed by Viva-Voce.

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB731M	Subject Title	Integrated Marketing Communication						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective –

The main objective of this course is to understand integrated marketing communication, various promotional tools etc.

UNIT-I: THE IMC FOUNDATION:

Integrated Marketing Communications, Corporate Image and Brand Management, Buyer Behaviors, Promotions Opportunity Analysis

UNIT-II: IMC ADVERTISING TOOLS:

Advertising Management, Advertising Design: Theoretical, Frameworks and Types of Appeals, Advertising Design: Message Strategies and Executional Frameworks

UNIT-III: IMC MEDIA TOOLS:

Advertising Media Selection-active Marketing, Alternative Marketing.

UNIT-IV: IMC PROMOTIONAL TOOLS:

Database and Direct Response Marketing, Sales Promotions, Public Relations and Sponsorship Programs

UNIT-V: IMC INTEGRATION TOOLS:

Regulations and Ethical Concerns, Evaluating an Integrated Marketing Program

Learning Outcomes

At the end of the course, students will be able to

- Understand what integrated marketing communication is and how it creates better communication impact.
- Appreciate the relative strength of various promotional tools such as advertising, sales promotion, personal selling and direct marketing etc.
- Formulate a IMC plan for a given communication problem

Text Book:

- *Advertising and Promotion : An Integrated Marketing Communications Perspective (SIE)* by George Belch, Michael Belch, Keyoor Purani, Tata Mcgrahill.

Reference Book

- *Integrated Advertising, Promotion and Marketing Communications*, 4/e by Kenneth E. Clow Donald E. Baack Pearson Publication

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB732M	Subject Title	Marketing Research						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective

The main objective of this course is to conducting marketing research.

Unit-I Marketing Research

Introduction to Marketing research, Marketing Research Process, Role of Marketing research in marketing decision making, Marketing Research Industry, Careers in Marketing Research, Ethics in Marketing Research, International Marketing Research.

Unit-II Research Design

Introduction to Research design, Exploratory Research, Descriptive research, Causal/ Experimental Research Design, Selection of appropriate research design, validity in experimentation.

Unit-III Data Collection Methods

Primary & Secondary Data, Observation & Questionnaire design process, Development of questionnaire, Choosing questionnaire structure, Analysis & Interpretation of Data.

Unit-IV Sampling Design and procedure

Sample Plan, Probability & Non- Probability Sampling, Determination of Sample Size, and Attitude Measurement through different types of scales. Measurement and Scaling, Report writing, APA Style Referencing.

Unit V- Introduction to Multivariate Techniques

Factor analysis, Cluster analysis, conjoint analysis, MDS, Logistic Regression Analysis.

Learning Outcomes

At the end of the course, students will be able to

- Understand basics of conducting marketing research.
- Design a marketing research study for a given marketing situation.
- Conduct appropriate data analysis and prepare a report for facilitating business decisions making

Textbook

- *Marketing Research: An Applied Orientation, Naresh K. Malhotra, Pearson (7th edition).*

Reference Book:

- Research for Marketing Decisions Paul E. Green, Donald S. Tull
- Marketing Research- Text and Cases Harper W. Boyd Jr., Ralph Westfall

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB733M	Subject Title	Retail Management						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Outcomes:

The main objective of this course is to deliver basics of retail management, differentiate between organized and unorganized retailing and their respective implications.

Unit I: Nature and Importance of Retailing:

Retailing And Retailers, Place Of Retailing In Marketing Mix, Retailing Economical And Social Importance, Size Of Retail Market, Operating Expenses And Profits. Retailing in India. Classifying Retail Firms: Firm Of Ownership, Operational Structure, Service And Price Orientation, Merchandise Offering.

Unit II: Store & Non Store Retailing

Type of Merchandiser, Single Line Store, General Store, Variety Store, Departmental Store, Supermarket, Superstore, Combination Store, Hypermarket, Discount Store, Warehouse Showroom, Catalogue Storing, In Home Retailing, Retailers -Sponsored Cooperative Chain, Manufacturers - Sponsored Franchising System.

Unit III: Retail Strategy and Planning

Retail Perspective, Understanding the Retail Customer, Store Locations

Unit IV: Merchandise Management and Retail Decisions

Target Market Selection, Merchandise, Merchandise Planning and Management, Merchandise Buying, Retail Pricing and Merchandise Performance. Location, Size, Store Image, Design, Layout and Shop Design.

Unit V: Creating & Sustaining Value and Trends in Retailing

Retail Marketing Communication, Servicing the Retail Customer, Supply Chain Management. Growth of Shopping Malls, Factory Outlet, Discount and Discount Malls.

Learning Outcomes:

At the end of the course, students will be able to

- Understand basics of retail management.
- Understand the difference between organized and unorganized retailing and their respective implications.
- Design marketing strategies for carrying out successful organized retail operations..

Text Books:

1. David Gilbert, Retail Marketing Management, Pearson India

Reference books:

1. Managing Retailing, 2/e, Piyush Kumar Sinha & Dwarika Prasad Uniyal, Oxford University Press

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB734M	Subject Title	Product and Brand Management						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective:

The objective of this course to differentiate between a product and a brand and know the challenges and process of building successful brands.

UNIT-I: Understanding Product and Brands

Product and brand strategy, Product strategy over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, Product life cycle & portfolio analysis, new product development process

UNIT-II: Sales Forecasting

Forecasting target market potential and sales, Methods of estimating market and sales potential, Sales forecasting,

UNIT-III: Managing Brands

Brands and Brand Management, significance of a brand – brand mark and trade mark – different types of brand – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors.

UNIT-IV: Customer Based Brand Equity

Customer-based Brand Equity, Brand Positioning and Brand equity, Choosing Brand Elements to Build Brand Equity, Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communications to Build Brand Equity, Developing Brand Equity Measurement and Management System, Measuring Sources of Brand Equity, measuring Outcomes of Brand Equity

UNIT-V: Brand Loyalty

Branding impact on buyers – competitors, Brand loyalty – loyalty programmes – brand equity – role of brand manager – Interrelations with manufacturing, marketing, finance, purchase and R & D – brand audit, brand development through acquisition, take over and merger

Learning Outcomes:

At the end of the course, students will be able to

- Understand basics difference between a product and a brand.
- Know the challenges and process of building successful brands
- Suggest strategies for building sustainable and successful brands.

Text Book

- Kevin Lane Keller, —Strategic brand Management||, Person Education, New Delhi, 2003.

Reference Books

1. Jean Noel, Kapferer, —Strategic brand Management||, The Free Press, New York, 1992.
2. Product management - Donal R. Lehmann, Russel S. Winer
3. S.Ramesh Kumar, —Managing Indian Brands||, Vikas publishing House (P) Ltd., New Delhi, 2002.
4. Jagdeep Kapoor, Brandex, Biztantra, New Delhi, 2005.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB735M	Subject Title	Services Marketing						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective:

The objective of this course to make student understand the basic difference between a physical product and a service product with their resulting marketing implications.

UNIT I Introduction:

Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing, Importance of Customer Relationship Management: Specific for Service Industry. Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services

UNIT II Services Marketing Mix:

Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, and Services Distributions. Physical Evidence: Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.

UNIT III Marketing of Financial Services:

Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Marketing of Telecom/ Insurance Services.

UNIT IV Services in Global Perspective:

International Marketing of Services Recent Trends, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

UNIT V Capstone Project on Service Marketing

Course Outcomes:

At the end of the course, students will be able to

- Understand basic difference between a physical product and a service product with their resulting marketing implications.
- Suggest strategies for making successful marketing strategies for services.

Text Books:

Service Marketing by Valerie Zeithaml, McGraw Hill Publication, 6E

Reference books:

1. Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.)
2. Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5th Ed.)
3. Zeithaml - Services Marketing (Tata Mc Graw Hill, 3rd Ed.)
4. Woodruff Helen - Service Marketing (Macmillian, 1st Ed.)
5. Payne Adrian - The Essence of Service Marketing (Prentice Hall of India)
6. Rama Mohana Rao - Services Marketing. (Person Education, 1st Ed.)
7. Govind Apte - Services Marketing (Oxford University Press)

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB736M	Subject Title	B2B Marketing						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Outcomes:

The objective of this course is to make students understand basic the implications of marketing products and services in Business to Business context.

Unit I: Introduction to B-2-B Marketing

Meaning, Definition, importance, Business Models - B-2-B marketing, B-2-C, C-2-C marketing, Typical challenges in B-2-B Marketing

Unit II: Business Buyer Behavior:

Business buying vs. individual buying, Business buying process, Business buying situations, Business buying roles, marketing research

Unit III: Segmentation, Targeting and Positioning in business buying

Segmentation of business markets, Targeting strategies, developing positioning strategies for business markets

Unit IV: Product and Pricing decision

Product classification in business markets, product decisions, branding decisions, Product life cycles, new product development

Unit V Distribution and marketing communication:

Setting up Distribution channel, Channel types, Designing communication for business buyers.

Course Outcomes:

At the end of the course, students will be able to

- Understand basic the implications of marketing products and services in Business to Business context.
- Suggest strategies for making successful marketing strategies in B2B context.

Text Book:

1. *Krishna Havaladar, Business Marketing , TMH publishers*

References Books:

1. *Industrial Marketing, Milind t. Phadtare , PHI*

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB737M	Subject Title	Sales and Distribution Management						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective:

The objective of this course to deliver basics of sales management and explain the challenges and process of sales management.

UNIT-I: Introduction to Sales Management

Concept, Nature, Role of Sales Management in Marketing, Salesmanship, Specific Characteristics of a successful salesman, The Evolving Face of Personal Selling. Application of AIDA Model in Personal Selling.

UNIT-II: Sales Process

Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling the objections, Closing the Sales, Post - Sale Activities, Qualities of a Successful Sales person with reference to B-2-B, B-2-C Marketing, tools for personal selling, Sales Aids – Use of technology in sales effective selling techniques, Tele Marketing.

UNIT-III: Sales Forecasting

Concept of Forecasting, Sales Forecasting methods, Quantitative and Qualitative methods, Sales Budget, Sales Quotas, Sales Territories, Sales Controlling and Sales Cost Analysis

UNIT-IV: Managing Sales Force

Procedures and criteria extensively used as selection tools for recruiting and testing sales ability, Sales Force Job Analysis and Description, Training and Development, Compensation and Innovation, Motivating the Sales Team: Motivation Programs - Sales Meetings, Sales Contests, Sales Compensating (Monetary compensation, incentive programs as motivators, Non Monetary compensation – fine tuning of compensation package, Performance Appraisal of Sales Personnel.

UNIT-V: Managing distribution through sales force

Distribution concept and definition, steps in distribution, Changing role of Distribution in current context, Distribution function, distribution audit, related functions Physical distribution system, logistics, management, distribution as link between Sourcing and Marketing, Distribution as Service function its needs and levels, standard costs and control of key activities, designing a Distribution system Warehousing, Inventory Management.

Learning Outcomes:

At the end of the course, students will be able to

- Understand basics of sales management.
- Know the challenges and process of sales management
- Understand how to make sales forecasts using various techniques
- How to manage distribution channel and sales force

Text Books:

1. Sales Management; Richard Rstill, Edward W. Cundiff

Reference Books:

- Tapan K. Panda & Sunil Sahadev, *Sales and Distribution Management, 2/e*, 2011, Oxford University Press
- Rosann L. Spiro, William J. Stanton, Gregory A. Rich; 11th ed., *Management of a Sales Force*, Tata McGraw Hill, New Delhi 2008
- Krishna K Havaldar & Vasant M Cavale, *Sales and Distribution Management: Text and Cases*, McGrawHill Education, Eighth Edition

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB738M	Subject Title	Social Media Marketing						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective:

The main objective of this course to explain the relevance of social media marketing today in business and how to execute social media marketing on different platforms such as Facebook, twitter, Instagram etc.

Unit I: Introduction to Social Media Marketing

Introduction to Blogging, Social Media, Pros and Cos of being on social media, Major Players in Social Media, Leveraging the power of social media.

Unit II: Marketing on Facebook

Creating a business page, Channel Advertising, managing campaigns, tracking and maximizing

Unit III: Marketing on Twitter

Understanding the power of Micro-Blogging, Creating business page on twitter, Managing channel advertising and campaigns, Leveraging twitter for maximizing revenue.

Unit IV: Marketing on Google+ and LinkedIn

Creating a business page on Google + and LinkedIn, Creating winning strategies

Unit V: Marketing on Instagram and Pinterest

Advertising through Instagram and Pinterest, maximizing revenue for business.

Learning Outcomes:

At the end of the course, students will be able to

- Understand the relevance of social media marketing today in business
- Execute social media marketing on different platforms such as Facebook, twitter, Instagram etc

Text Books:

1. David Gilbert, Retail Marketing Management, Pearson India

Reference books:

1. Managing Retailing, 2/e, Piyush Kumar Sinha & Dwarika Prasad Uniyal, Oxford University Press

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB731F	Subject Title	Security Analysis and Portfolio Management						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The objective of this course is to explain what institutional investors are and how they operate and identify the characteristics of the principal asset classes?

Unit 1: Investment:

Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.

Unit 2: Securities Market:

Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges.

Unit 3: Risk and Return Concepts:

Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets.

Unit 4: Valuation of securities:

Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration. PREFERENCE Shares- Concept, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models.

Unit 5: Portfolio Management:

Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Mutual Funds: Mutual Fund types, Performance of Mutual Funds-NAV. Performance evaluation of Managed Portfolios- Treynor, Sharpe and Jensen Measures

Learning Outcome: After completion, student will be able to

- Understand what institutional investors are and how they operate and Identify the characteristics of the principal asset classes
- Identify and distinguish between the principal investment products
- Understand the basic principles of portfolio construction
- Distinguish between active and passive portfolio strategies and styles
- Differentiate between equity and fixed income management styles

Understand the interaction between institutional investors and brokers/investment banks

Textbook:

Essentials of Investments, 8th edition, by Bodie, Kane, and Marcus, Irwin McGraw-Hill, 2009.

Reference Books

Hirt, G. & Block, S. (2012). Fundamentals of investment management. (10th ed.). New York, NY: McGraw-Hill Irwin.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB732F	Subject Title	Financial Derivatives						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to analyse and price diverse derivatives products to generate an optimal risk management strategy.

Unit-1: Options Markets: Introduction:

Options Trading / American and European Options / Adjustments in Option Contract Terms / The Options Clearing Corporation / Index Options / Futures Options / Foreign Currency Options / Interest Rate Options, Values of Options at Expiration, Option Strategies, The Put-Call Parity Relationship, Callable Bonds / Convertible Securities / Warrants / Collateralized Loans / Levered Equity and Risky Debt.

Unit -2: Option Valuation:

Intrinsic and Time Values / Determinants of Option Values, Restrictions on Option Values, Binomial Option Pricing, Black-Scholes Option Valuation, Hedge Ratios and the Black-Scholes Formula / Portfolio Insurance / Hedging Bets on Mispriced Options.

Unit -3: Types of Futures and Swaps:

Foreign Exchange Futures (The Markets / Interest Rate Parity / Direct versus Indirect Quotes / Using Futures to Manage Exchange Rate Risk), Stock-Index Futures (The Contracts / Creating Synthetic Stock Positions: An Asset Allocation Tool / Index Arbitrage / Using Index Futures to Hedge Market Risk), Interest Rate Futures, Swaps.

Unit-4: Options as Hedging Tools and other Derivatives:

Delta hedging, delta covered positions, gamma and trading volatility, kappa and the costs of miss-estimating volatility, theta and time value, Real Derivatives, Exotic Options, Weather, Energy and Insurance Derivatives, Asian Options / Barrier Options / Look back Options / Currency-Translated Options / Digital Options.

Unit-5: Capstone Project: Evaluative

Learning Outcome

1. Analyze and price diverse derivatives products to generate an optimal risk management strategy.
2. Demonstrate critical thinking, analytical and problem-solving skills in the context of derivatives pricing and hedging practice.
3. Explain the binomial model and its extension in continuous time to the Black-Scholes model.
4. Demonstrate an understanding of pricing forwards, futures and options contracts

Textbook:

John Hull, Options, Futures and other Derivatives, Pearson Education

Reference Books

- S.L.Gupta, Financial Derivatives, Prentice Hall.
- Parameshwaran, Financial Derivatives, McGraw Hill.
- Punithavati Pandian, Security Analysis and Portfolio Management, Vikas Publishing House.
- Prasanna Chandra, Security Analysis and Portfolio Management, Tata McGraw Hill.
- NCFM Derivatives (Dealers) Module 9. NCFM Currency Derivatives Modules

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB733F	Subject Title	Tax Planning and Management						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to explain what business income is and when it gets taxed and the difference between tax avoidance and tax planning.

Unit 1: Introduction to Taxation Management

Types of Taxes, concept, objectives and factors to be considered for Tax Planning. Tax Planning, Tax Evasion and Tax Avoidance. Tax Planning of Specific Categories of Income.

Unit 2: Income Tax

Deductions, Computation, Payment and Accounting- deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

Unit 3: Tax Audit and Accounting for Income Tax

Tax Audit, Qualities and Qualifications Required in Tax Auditors, Forms, Reports and Returns and Tax Reporting and Disclosure in Financial Statements.

Unit 4: Tax Planning with Reference to Nature of Business

relevance of Tax Provisions in Deciding the Nature of Business, Tax Provisions for Certain Types of Businesses, Businesses given Special Tax Treatment, Tax Provisions for Offshore Banking Units and Special Tax Zones. Tax implications of financing decisions, tax considerations of Dividend Policy

Unit 5: Capstone Project

Students will carry out a group project based on understanding of the subject

Learning Outcome: After completion of this course, students will be able to -

- Understand what business income is and when it gets taxed.
- Know the difference between tax avoidance and tax planning.
- State the use of deductions of expenses to reduce the taxable income.
- explain different types of incomes and their taxability and expenses and their deductibility

Textbook:

- Text: Students Guide To Income Tax, 48th edition, Taxman Publication.

Reference Book:

- Lal & Vashisht, Direct Taxes, 29th Edition, Tata McGraw Hill.

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB734F	Subject Title	Business Analysis and Valuation						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to explain the impact on financial and operational performance of specific business processes/models.

Unit 1: Basis for Valuation

Introduction, Principles and Techniques of Valuation, Role of Valuation

Unit 2: Valuation Models

Introduction, Discounted Cash Flow Valuation, Relative Valuation 8.10 8.4 Free Cash Flow Valuation, Valuation of Firm – Other Valuation Basis Contingent Claim Valuation

Unit 3: Valuation of Assets and Liabilities

Forms of Intellectual Property and Methods of Valuation 10.1 10.2 Valuation of Fixed Assets, Valuation of Inventories, Valuation of Investments, Valuation of Share, Human Resource Accounting, Valuation of Goodwill, Patents and Copyrights, Valuation of Brands

Unit 4: Mergers and Acquisitions:

Valuation Basics of Merger & Acquisition, Theories of Merger & Acquisition, Strengths and Weaknesses of Various Methods of Business Valuation, Concepts of Value in the Context of Mergers and Acquisition, Approaches to Valuation in Case of M&A, Selection of Appropriate Cost of Capital for Valuation, Forms of Consideration and Terms of Acquisition Implication of Regulations for Business Combinations, Takeover Post-Merger Integration Process

Unit 5: Capstone Project

Students will carry out a group project based on understanding of the subject

Learning Outcome: After completion of the course, student shall be able

- Appraise the impact on financial and operational performance of specific business processes/models.
- Articulate the impact of proposed changes to all major stakeholders and levels of the organization.
- Evaluate current global business issues and their impact on various enterprises.
- Integrate appropriate information and other technologies, both existing and emerging, in developing business processes and business models.

Textbook:

- Business Analysis and Valuation-by Krishna G. Palepu (Author), Erik Peek (Author), Victor L. Bernard (Author), Paul Healy (Author)

Reference Book:

- The Intelligent Investor-by Benjamin Graham

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB735F	Subject Title	Financial Institutions and Markets						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The objective of this course to explain the functions of financial markets, interest rate changes and effects of asymmetric information on financial market.

UNIT1: Financial Market: An Introduction

Meaning, Nature and Role of Financial System; Financial Markets as a component of Financial System; Financial system and Economic Growth; Financial System Designs: Bank - based and Market-based.

UNIT2: Non-Banking Financial Institutions and Statutory Financial Organization: Small Savings, provident funds and pension funds, Insurance companies, Unit trust of Indian and mutual funds, miscellaneous non-banking financial intermediaries, public Deposits with non-banking companies, an overview of non-banking statutory financial Organizations i.e. IFCI, NIDC, ICICI, IDBI, EXIM bank, TFCI etc

UNIT 3: Money Market

Meaning, Characteristics and Functions of Money Market; Role of the Reserve Bank in the Money Market; Intermediaries in the Money Market; Development of Money Market in India

UNIT 4: Money Market Instruments

Treasury Bills, Commercial Paper; Certificate of Deposit; Commercial Bills; Collateralized Borrowing and Lending Obligation; Call Money Market and Term Money Market

UNIT 5: Capstone Project

Students will carry out a group project based on understanding of the subject

Learning Outcome: After completion of the course student shall be able to -

- Understand the functions of financial markets, interest rate changes and effects of asymmetric information on financial market.
- Explains functions of Central Banks.
- Compute economic value of bonds.

Text Books:

- M.Y.Khan, —Indian Financial System, McGraw Hill, 6th Edition.

Reference Books:

- Anthony Saunders, Financial Institutions Management- A Risk Management Approach, 7th Edition, McGraw Hill Education, 2011.
- Siddhartha Shankar Saha, Indian Financial System and Markets, 1st Edition, McGraw Hill Education, New Delhi, 2012.
- Benton E. Gup, Banking and Financial Institution: A guide for Directors, Investors and Borrowers, Wiley Finance, 2011.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB736F	Subject Title	Financial Planning and Wealth Management						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to explain financial Planning process with prescribed code of ethics, practice standards and professional conduct.

UNIT 1: Introduction

Personal financial planning process-concepts and regulatory environment. Tax planning fundamentals and financial planning integration Applicable steps and strategies within the personal financial/tax planning process, including communications skills (behavioral elements).

UNIT 2: Fundamentals of Financial and Tax Planning

Personal financial statements, Cash management strategies, Debt management strategies – financing asset acquisitions, Tax liability management strategies, The economic environment, Consumer protection issues Tax law fundamentals.

UNIT 3: Investment Basics

Investment Basics, Regulatory environment, Data gathering, Analysis, Investment policy statement, Types of Investment Vehicles, Cash and cash equivalents. Bonds, Stocks, Mutual funds, ETF,, Taxation of the investment vehicles

UNIT 4: Types of Investment Vehicles

Cash and cash equivalents, Bonds, Stocks, Mutual funds, ETF, Taxation of the investment vehicles,

UNIT 5: Capstone Project

Students will carry out a group project based on understanding of the subject

Learning Outcome: At the end of the course, student shall be able to

- Understand Financial Planning process with prescribed code of ethics, practice standards and professional conduct.
- Understand the economic, social, political, and technological environment and be able to determine how financial plans should accommodate those environments.
- Understand the potential goals a client may have, help them enunciate their goals and evaluate strategies to help clients achieve their goals.

Understand various regulations which need to be adhered to while making and implementing financial plans for the clients.

Text Book:

- Wealth Engine: Indian Financial Planning and Wealth Management Handbook-By Sankaran S.

Reference Book:

- Capital Without Borders: Wealth Managers And The One Percent – By Brooke Harrington
- The New Wealth Management: By - By Harold Evensky, Stephen M. Horan, Thomas R. Robinson

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB737F	Subject Title	Infrastructure Finance						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to explain the concepts of the complexity and nature of infrastructure financing.

Unit 1: Infrastructure Development

Introduction, Introduction to infrastructure financing; Role of governments, Economic multiplier effects of infrastructure

Unit 2: Public Private Partnership (PPP model)

Means of financing-public finance and private finance, Procurement of infrastructure projects through Public Private Partnership, route-Types of PPP models, Contractual structure of PPP projects, value for money evaluation, Lifecycle of PPP projects, PPP procurement process;

Unit 3: Concessions in Project Finance

Design and award, Allocation of responsibilities, Price setting, Penalties and bonuses, Dispute resolution; Financing infrastructure projects with private capital

Unit 4: Risk Management

Analyzing project viability, Designing security arrangements, Structuring the project, Preparing project financing plan; Risk management of infrastructure projects-Risk associated with various infrastructure projects, Risk identification techniques, Risk allocation frameworks, Risk mitigation strategies;

Unit 5: Credit Rating of infrastructure finance

Ratings of infrastructure projects-Role of credit ratings in financial infrastructure projects, rating Frameworks used by national and international credit agencies

Learning Outcome: After completion of the course, student shall be able

1. Understand the complexity and nature of infrastructure financing.
2. Understand about various options available to finance infrastructure.

Textbook:

- Merna, T., & Njiru, C. (2002). Financing infrastructure projects (First ed.). London: Thomas Telford.

Reference Book:

1. Akintoye, A., Beck, M., & Hardcastle, C. (Eds.). (2003). Public-Private Partnerships - Managing risks and opportunities. Oxford: Blackwell Science Limited.
2. Finnerty, J. D. (1996). Project financing - Asset-based financial engineering. New York: John Wiley & Sons, Inc.

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB738F	Subject Title	Working Capital Management						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to explain the meaning and importance of managing working capital management.

UNIT –1 Introduction to Working Capital Management (WCM)

Working capital- meaning, definition, determinants, and importance of managing working capital, Objectives of WCM. Overcapitalization, undercapitalization, zero working capital, Short-term vs long term financing

UNIT – 2 Determinants of working capital

Factors determining working capital requirements, Forecasting working capital requirements, Operating cycle and its relevance

UNIT –3 Managing Accounts Receivables

Credit Policy, Nature and Goals, credit evaluation of individual accounts and its monitoring receivables, factoring: types and benefits.

UNIT – 4 Inventory Management

Nature and types of Inventories, Need to hold inventories, objectives of inventory management, inventory Management techniques, inventory management process.

UNIT – 5 Cash Management and Working Capital finance

Facets of Cash Management, Motive for holding cash, managing cash collection and disbursements, investing surplus, cash in marketable securities, cash budgeting. Working Capital Finance: Trade Credit, Bank Finance and Commercial Papers

Learning Outcome: After completion of the course, student shall be able

1. Understand the meaning and importance of managing working capital management
2. Understand various tools and techniques that can be used to manage working capital

Text Book:

- Working Capital Management by Hrishikes Bhattacharya, PHI publication

Reference Book:

- Working Capital Management by R.P. Rustagi, Taxman Publication.
- Financial Management by Prasanna Chandra, McGraw Publications.
- Financial Management by I.M. Pandey, Vikas Publishing House.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB731H	Subject Title	Training and Development						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to explain the concepts, principles and process of training and development.

UNIT-1: -Introduction:

Training and Development: Meaning & Concepts. Importance & Objectives of Training & Development, Process and Significant of T&D, theories underpinned T&D

UNIT-2: Training Needs Assessment (TNA)

Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA.

UNIT-3: Training & Development Methods

Types of Training & Development Methods, Training and Development System, Role of External Agency in Training and Development, Training for change, Resistance in Training.

UNIT-4: Designing & Implementing Training Programs

Developing Effective Trainers, Designing & Implementing Training Programs. Approaches to Management Development, Designing & Implementing Development Programmers, Team Building Exercises, Management Games, Simulations.

UNIT-5: Models of T&D

Evaluation of Training and Development Programs, Criteria, Problem and Steps Involved in Evaluation. Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis of Training. Emerging issues in Training and Development in India.

Learning Outcome: After completion of this course, student shall be able to –

1. Understand the concepts, principles and process of training and development.
2. Know how to assess training needs and design training programs in an organizational setting.
3. Understand levels, tools and techniques involved in evaluation of training effectiveness.

Text Book:

- Craig, Robert 'Training and Development' McGraw Hill, New York

Reference Book:

- Dayal, I 'Manpower Training in organizations' Prentice Hall of India, New Delhi
- Lynton, R.P and U.Pareek 'Training and Development' Irwine Doresy, Hopwood
- Reddy 'Effective Human Resource Training and Development Strategy' Himalaya Publications
- Goldstein 'Training in Organisations' Cengage Learnings
- Radha Sharma - 360 Degree Feedback, Competency Mapping and Assessment Centres
- Biswajeet Pattanayak : Human Resources Management
- Armstrong M.A. : Handbook of Human Resource Management Practice Cogan Page, London

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB732H	Subject Title	Organization Development and Change Management						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The objective of this course is to describe the elements that facilitate and constrain change in organization development.

Unit-1: Organizational Development

Definition, growth and relevance, history and evolution. Theories of planned change, general model of planned change, different types of planned change and critique of planned change. OD practitioner role, competencies and professional ethics.

Unit-2: OD interventions

HRM interventions: - performance management, goal setting, performance coaching, appraising and rewarding. Career planning, workforce diversity interventions, wellness and work-life balance. Strategic interventions: Competitive strategies, collaborative strategies, organizational transformation, culture change, self-designing organizations, learning and knowledge management.

Unit-3: Organizational change

Introduction to organizational change: Nature of change, forces of change, Classification of Change; Models of Organizational Change- Kurt Lewin Three Stage Model and Force Field Analysis, Systems theory, Stream Analysis.

Unit-4: Change Agent

Change Agent-Types and Effectiveness; Leadership and HR Role; Organization's Readiness for Change; Recipients of Change- From eager Acceptance to Resistance; Minimizing the Resistance.

Unit-5: Coping with change

Coping with Change; Measuring Change: Designing Effective Control Systems; DICE Model, Types of Organizational change, Incremental Change Vs Disruptive Change,

Learning Outcome: After completion of this course, student shall be able to –

- Understand and describe the elements that facilitate and constrain change in organization development.
- Understand managerial/leadership roles in facilitating positive change
- Incorporate information about ethical dilemmas when studying change interventions.
- Propose change strategies for enhancing institutionalization of change

Text Books:

1. Managing Organizational Change, Palmer Dunford Avin, TMH

Reference Books:

1. Stehen P. Robbins and Mary Mathew, Organization Theory-Structure Design and Applications, 3rd Edition, Mathew, Pearson.
2. V. Nilakant and S. Ramnaraya, Change Management: Altering Mindsets in A Global Context, Sage, 2006.
3. Palmer Dunford Avin, Managing Organizational Change, 1st Edition, Tata McGraw Hill.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB733H	Subject Title	Talent Management and Development						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective:

The objective of this course is to explain the concept of talent acquisition and hiring of resources.

UNIT 1: Talent Acquisition:

Concept, Differentiate sourcing from selection, Acquisition work Flow, Job analysis, Person Job Fit and Person Organization Fit, Selection Methods, Legal Compliance , Halo Effect and Regency Effect, Interview, Interview Question design Candidate Evaluation, On-boarding , On-boarding Ideas

UNIT 2: Basics of Talent Management

Talent:- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process.

UNIT 3: Talent Management System

Components and benefits of Talent Management System; creating TMS, challenges of TMS; building blocks of talents management: competencies - performance management, evaluating employee potential

UNIT 4: Talent Planning

Concept, succession management process; cross functional capabilities and fusion of talents; talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management

UNIT 5: Developing and Retaining Talent

Potential identification and development, employee retention- motivation and engagement, engaging talent through coaching and mentoring, Return on talent; developing talent management information system.

Learning Outcome:

After the completion of the course the students will be able to

1. Understand the method and importance of hiring the best man for the job will minimum amount of resources available.

Text Book:

- The Talent management hand Book, Lance A Berger & Dorothy R Berger, TMH

Reference Book:

- Chowdhary, Subir, The Talent Era, Pearson Education, New Delhi
- Chowdhary, Subir, Management 21C, Financial Times/Prentice Hall International
- Capelli Peter (2008). Talent on Demand: Managing Talent in Age of Uncertainty. Harvard Business Press.
- Allan Schweyer (2004). Talent Management Systems: Best practices in Technology Solutions for Recruitment, Retention.

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB734H	Subject Title	Human Resource Information Systems						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to develop an understanding of basic systems and the criteria for success in using HR software in organizations.

UNIT 1: HRIS Introduction,

HRIS – Meaning, application Software for the Strategic, Operational and Administrative Roles of the HR Function, benefits of HRIS.

UNIT 2: Components of HRIS

Database management, Time & labour management, Payroll function, Benefits, Employee interface.

UNIT 3: E-recruitment & Selection e-recruitment- Meaning and definition, process, methods, talent pool, challenges and benefits, drawbacks.

UNIT 4: HRIS Self-Service

Concept of Self-Service in HRIS and HR Portals, HRIS ELearning & Training, HRIS Performance Management,

UNIT 5: HRIS Systems

HRIS systems, Challenges and opportunities, Acceptance & Future Trends

Learning Outcome: At the end of this course, students shall be able to-

1. Understand of basic systems and the criteria for success in using HR software in organizations
2. Understand Human Resources Information Systems trends
3. Details various approaches to Human Resources Information systems design, selection and implementation and define characteristics of current Human Resource Information technology implementation strategies

Text Book:

1. Torres, T. (2004). E-Human Resources Management. Hershey, PA: ICI Global
2. Gueutal, H. (2005).

Reference Book:

1. The Brave New World of EHR. Hoboken, NJ: Wiley

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB735H	Subject Title	Industrial Relations						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The objective of this course is to explain the interaction pattern among labour, management and the State. Develop awareness of certain important and critical issues in Industrial Relations.

Unit-1: Industrial Relations

Definition - Scope - Functions - Industrial relations in post-independence period - Indian Code of Industrial Relations - Three actors and their roles in IR: Approaches to IR-HR Relations approach-Gandhian approach-Marxian approach and Dunlop's Systems approach. Standing Orders.

Unit-2: Industrial Relation Machinery to Solve Industrial Dispute

Negotiation, Mediator. Arbitration- Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Role of Judiciary & its impact on industrial relation.

Unit-3: Collective Bargaining

Definition Structure, Scope, - Role of Government in collective bargaining, Worker participation in management, Definition, Nature, Objectives – Functions, Works Committee, Joint management, Councils Shop councils, Joint councils, Indian conditions in collective bargaining,.

Unit-4: Industrial Unrest

Co-operation and conflict, implications of industrial unrest - Employees dissatisfaction - Workers complaints and grievances - Disciplinary action - Domestic enquiry - Strikes - Lock - outs - Prevention of strikes and lockouts - Settlement of dispute. Role of Human Resource Development in Developing Industrial Relation- Industrial Relation Democracy, Industrial peace.

Unit-5: Capstone Project

Learning Outcomes: After the completion of this course students shall be able to-

- understand the interaction pattern among labour, management and the State
- develop awareness of certain important and critical issues in Industrial Relations
- Exhibit knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries

Text book

- *Arun Monappa, Ranjeet Nambudiri & Patturaja Selevraj, Industrial Relations & labour Laws, Tata McGraw-Hill, Second Edition, 2012, New Delhi.*

Reference Book

- Industrial Relations in India and Workers involvement in Management- Michael, V.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB736H	Subject Title	Managing People and Performance in Organizations						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective – The objective of this course is to define the concept of performance management, preparation of performance appraisal.

Unit 1: Introduction to Performance Management

Evolution of Performance Management - Performance appraisal meaning and definition, performance management, Planning Managee Performance and Development - Monitoring Managee Performance & Mentoring Managee Development- Annual Stock Taking

Unit 2: Managing organizational and individual performance

Organizational and individual performance plans, Components of Managee performance and development plan, setting mutual expectations and performance criteria, Planning for Manager's performance and Development

Unit 3: Monitoring, Mentoring and Stocktaking

Supervision and Monitoring – process, periodic feedback, problem solving, Judgment vs analysis, efficient feedback, Tools for stocktaking

Unit 4: Performance Appraisal

Purpose, methods, 360 Degree performance appraisal, designing and implementing performance appraisal systems, Managing rewards on appraisals

Unit 5: Developing High Performers

Leadership and their role, Change Agents, Team oriented organizations, developing high performing teams

Learning Outcomes- After completion of this course students will be able to –

1. Understand Performance appraisal meaning and definition
2. Understand Components of Managee performance and development plan.
3. Understand the process of periodic feedback.
4. Understand importance of 360 Degree performance appraisal.

Text Book :

1. Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003.

Reference Books :

1. Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003.
2. Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.
3. T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.
4. David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
5. Henderson : Compensation Management in a Knowledge Based World 9/e Pearson Education.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB737H	Subject Title	Compensation Management						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The objective of this course is to explain issues relating to compensation for human resources.

UNIT 1-Introduction to Compensation

Compensation, dimensions, Conceptual Framework and components of Compensation programme, Wage vs. Salary; Fringe benefits, Salary Structure, Components, Time rate system, Piece rate System, Wage and salary administration, Payroll Administration.

UNIT 2-Wages Theories and Wage Determination

Theories of wages: Economic theories, Marginal Productivity theory, Bargaining theory, Equity theory, Tournament Theory, Agency Theory; Wage Survey, Wage Policy in India, Process of wage determination in India, Criteria for wage fixation, wage differentials.

UNIT 3-Job Evaluation

Concept, Scope, Methods and techniques- the ranking method, factor comparison method, point rating methods, Hay guide chart – profile method.

UNIT 4-Legal Framework of Compensation Administration

Definition of wages under various Legislations, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Payment of Bonus Act 1965, The Equal Remuneration Act 1976, Machinery for Wage settlement - Wage Boards, Legislations, The Pay Commission, and Collective bargaining.

UNIT 5-Executive Compensation

Components, Contingent pay: Pay for performance; Knowledge based pay system & market based pay system, Incentive based pay systems and types of incentive plans, Profit Sharing and Stock Options, Compensation management and impact on job satisfaction, motivation and productivity. Human Resource Accounting, ROI.

Learning Outcomes: After completion of this course, students will be able to-

1. Understand the issues relating to compensation for human resources.
2. Impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

Text Book:

- Milkovich & Newman: Compensation – TMH

Reference Books:

- 12. Barry Gerhart, Sara L Rynes, Compensation, Sage
- Henderson, Compensation Management in a Knowledge Based world- Pearson
- Sinha P.R.N., Wage Determination in India
- Martocchio – Strategy Compensation, Pearson.
- Bergess, Lenard R. – Wage & Salary Administration, London, Charles Evami,

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB738H	Subject Title	Labour Laws						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective – The objective of this course is to explain labour related laws that are applicable to business organization at workplace.

Unit-1: Introduction- Concept Functions Delimitation of the object of labour law Voluntariness, working for someone else, subordination and wage payment Exclusions, Inclusions: special labour relations.

Unit-2: Industrial Disputes Act ,1947 : Definition, Authorities for the settlement of disputes, methods of settlement, collective bargaining, conciliation, arbitration and adjudication, strikes and lockouts, lay off and retrenchment, change of service conditions. Industrial Employment standing orders) Act, 1946: Certificate, applicability, interpretation, appeal, disciplinary actions and grievance procedure, Industrial Relations Act, 1960

Unit-3: Law Relating to Industrial Relations- Trade Union Act, 1926, Factory Act 1948, the employer's liability Act 1938, The sales Promotion employees (Conditions of Service) Act, 1976.

Unit-4: Law Relating to Social Security & Safely Measures- Workmen's Compensation Act, 1923 Employees provident fund and miscellaneous provisions Act, 1952. Maternity Benefit Act, 1961. Fatal Accident Act 1857, The Minimum Wages Act, 1948, The Payment of Gratuity Act, 1972.

Unit-5: Capstone Project - Students will carry out a group project based on the understanding of the subject

Learning Outcomes - After completion of this course , student will be able to

- understand labour related laws that are applicable to business organization at workplace
- Appreciate rationale behind the laws and possible enforcement problems
- Advise organizations related to relevant laws applicable to a given organization

Text books

- P.K Padhi, Labour & Industrial Laws, Second Edition, PHI, 2012, New Delhi.

Reference Book

- Arun Monappa, Ranjeet Nambudiri & Patturaja Selevraj, Industrial Relations & labour Laws, Tata McGraw-Hill, Second Edition, 2012, New Delhi.
- H.L Kumar, Labour Laws-Everybody should know,Sixth Edition, Universal Law Publishing,2011, New Delhi.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB731A	Subject Title	Business Analytics Fundamentals						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to explain the fundamentals of data analytics and various data analytics tools and algorithms.

Unit 1: Overview of Analytics

What is analytics?, Types of problems in analytics, Case studies of application of analytics in business, When analytics does not work, Analytics vs. data warehousing, OLAP, Statistics, Widely used analytic software, Companies using analytics, Day in the life of a business analyst, Career path in analytics, Qualities of a business analyst

Unit 2: Statistics and Probability Distributions

Introduction to statistics, Summary statistics (Mean, Median, Mode, Variance), Probability, Probability distribution (Binomial, Poisson, Normal),

Unit 3: Hypothesis Testing Fundamentals:

Sampling basics, Central Limit Theorem, Hypothesis testing using with one and two samples, ANOVA, Non parametric testing- Chi-square test

Unit 4: Other Data Analysis Techniques:

Correlations, Regression (Basics of Regression, Linear Regression, Logistic Regression, Interpretation of modelling results, Violation of regression assumptions, Decision Trees- Data preparation for trees, creating a tree, Measure of effectiveness, Decision Tree using R-Rattle , .

Unit 5: Data Analysis Techniques using R:

Introduction to R, Descriptive Analysis using R, Hypothesis testing on R..

Learning Outcomes: At the end of this course, students shall be able to

1. Understand the data analytics fundamentals
2. Understand and apply various data analytics tools and algorithm such as Regression, cluster analysis, decision tree.

Text Books:

- R N Prasad and Seema Acharya, Fundamentals of Business Analytics, Wiley India.

Reference Books:

- Minelli (2013), Big Data, Big Analytics: Emerging Business Intelligence and Analytic trends for today's business, 2nd Edition, Wiley India.
- Levin and Rubin, (2013), Statistics for Management , 7th edition, Pearson Publication
- Hair and Anderson(2013), Multivariate Data Analysis, 6th edition, Pearson Publication

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB732A	Subject Title	Marketing Analytics						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The objective of this course is to define the role of analytics in marketing decisions.

UNIT-1: Introduction to Marketing Analytics

An Introduction to marketing analytics, need and importance, Overview on based on experimental design, application of multiple regression models.

UNIT-2: Analytics for Marketing Strategies

Developing marketing strategies, profiling customers based on Discriminant and logit analysis. Analysis exercises.

UNIT-3: Segmentation and Targeting using Analytics

Developing marketing strategies, Segmentation & Targeting (Cluster analysis). Analysis exercises.

UNIT-4: Positioning using Analytics

Positioning (MDS), Developing marketing programs, New Product Decisions, Design Process (conjoint analysis), Sales force and Channel Decisions

UNIT-5: Other marketing Mix decision using Analytics

Price & Sales Promotion Decisions, Advertising and Communication Decisions, Project Proposal Presentations, Data analysis exercises. Future of Marketing Analytic

Learning Outcomes: At the end of this course, students shall be able to-

1. Understand the role of analytics in marketing decisions
2. Understand and apply various data analytics tools and algorithm such as Regression, cluster analysis to solve marketing related problems.

Text Books :

1. Marketing Analytics- Data Driven Techniques with Microsoft Excel, Wayne L.Wistom, Wiley India(2015)

Reference Books:

1. Principles of Marketing Engineering, Gary L. Lilien, Arvind Rangaswamy, and Arnaud De Bruyn, Trafford Publishers, 2007.
2. Marketing Analytics: Strategic Models and Metrics, by Stephan Sorger, Create Space Independent Publishing Platform
3. Lilien, Gary L. and Arvind Rangaswamy (2004), Marketing Engineering: Computer- Assisted Marketing Analysis and Planning, Revised Second Edition, Trafford Publishing. (ISBN 141202252-5) [Required]
4. Hair, Joseph, F. Jr., William C. Black, Barry J. Babin, Rolph E. Anderson, and Ronald L. Tatham (2006), Multivariate Data Analysis, 6th Edition, Pearson Prentice Hall. [Recommended, Optional]

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB733A	Subject Title	Business Intelligence and Data warehousing						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to explain the meaning and importance BI and DW in business.

Unit 1 : Introduction to BI and Data Warehousing

Definition of Business Intelligence (BI), Data Warehousing (DW) and Corporate Performance Management (CPM), Evolution of BI, Role of DSS, EIS, MIS and dashboards, Data Warehouse and BI, Drivers for BI and DW, BI component Framework and Architectures.

Unit 2: Digital Data

Structured data, Unstructured Data, Managing and storing unstructured data, Storage Challenges of Unstructured Data, Extraction of information from unstructured data, UIM Architecture for unstructured data. Semi-Structured Data, Sources of Semi structured Data. Managing, Storing and extracting information from semi-structured data, XML as a solution for Semi-structured data.

Unit 3 : OLAP and OLTP

OLTP, Advantages, challenges, Shortcomings of OLTP, OLAP, Dimensions of Data -One Dimensional, Two Dimensional and Three Dimensional Data, Beyond Third Dimension, MOLAP, ROLAP, HOLAP, OLAP versus OLTP,, Data Models for OLAP and OLTP, OLAP Operations on multi dimensional data: Slicing, Dicing, Roll Up, Drill Down, Drill Across, Drill Through

Unit 4 : Data Integration

Need for Warehouse, Data Mart, ODS, Kimball's approach versus Inmon's approach to Data warehousing, Goals of Data Warehouse, Data Sources for Data Warehouse, ETL, Data mapping, data staging, Approaches to Data integration, needs and advantages, Data Integration Technologies, Data Quality, maintaining data quality, Data Profiling.

Unit 5: Multi-Dimensional Data Modeling

Data Modeling Basics: Entity, Attribute, Cardinality, Types of Data Models: Conceptual data model, Logical data model, Physical model, Normalization modelling, Dimensional modeling, Fact Table, Dimension Table, Hierarchies and Types, Star and Snowflake Schema, Designing a dimensional model. MS Excel 2010 Based Activity , Performance Management & Enterprise Reporting –Measures, Metrics, KPIs

Learning Outcomes: At the end of this course, students shall be able to-

1. Understand the meaning and importance BI and DW in business
2. Understand how BI and DW tools can be applied

Text Books:

1. David Loshin, Business Intelligence, Morgan Kaufmann Publishers.

Reference Books:

1. Cindi Howson, Successful Business Intelligence: Secrets to making Killer BI Applications, TMH
2. Stephen Few, Information dashboard design: The Effective Visual Communication of Data, O'Reilly Media.
3. Mike Biere, Business intelligence for the enterprise, IBM Press
4. Hoffer Jeffrey, Prescott Mary, Modern Database Management, Pearson.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB734A	Subject Title	Financial Analytics						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to illustrate the R and Advance Excel for Financial Data Analysis and Interpretation for Decision Making.

Unit-1: About Financial Analytics with R

A Brief History of the Evolution of Analytic. Why is Analytics Important to the Finance Field, Business Model and Changing Role of Financial Department and Uses of Financial analytics Work with variable, Understand Data Types, Store Data in Vectors, R Base Functions, Create and Access Information in Data Frames, Create and Access Information in Lists, Create and Access Information in Matrices, Create and Access Information in Arrays, Reading CSV Files, Data files from other Statistical Tools and access and use of various packages for financial analytics.

Unit-2: Dataset Analytics, Visualization and Presentation of Financial Data

Understanding of Financial Datasets using R with descriptive statistics – univariate and bivariate analysis, Using financial Datasets for creating Graphs, Making Histograms, Bar graphs, Line graphs, Scatterplots, Boxplots etc with base and other packages in R.

Unit-3: Risk & Return Measurement of individual security and Portfolio

Importing daily stock price data, checking and plotting of data, risk and return of individual security and portfolio, Sharpe Ratio and Markowitz mean – variance optimization.

Unit-4: Predictive Modeling and Forecasting

Predictive modeling with Single, Multiple and Logistic Regression model, Time series modeling, Examining time series, trend analysis, stationary time series, auto regressive moving processes, data transformation and ARIMA Model.

Unit-5: Analytics of Financial Statement using Excel

Balance Sheet, Income Statement, Cash Flow Statement, Understanding the Financial Statements and their interlinking and financial statement forecasting.

Learning Outcome: At the end of this course the student will be able to use-

1. R and Advance Excel for Financial Data Analysis and Interpretation for Decision Making.
2. Various Statistical tools to be used for financial data analysis using R function and packages.
3. Analytics of risk and return of individual security and evaluation of portfolio performance using R
4. Statistical tools for predictive and forecasting modeling with financial data using R & MsExcel

Text Book:

1. Analysing Financial Data and Implementing Financial Models Using R by Clifford S. Ang, 2015 – Springer International Publication.

Reference Books:

1. Financial Analytics with R, by Mark J. Bennett and Dirk L. Hugen 2016 – Cambridge University Press.
2. Financial Modeling using Excel and VBA by Chandan Sengupta – 2004 – Wiley Publishing.
3. Beginning R The Statistical Programming Language by Mark Gardener – 2017 – Wiley Publishing.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB735A	Subject Title	Human Resource Analytics						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to explain the relevance of Human Resource Analytics today.

Unit1: Introduction to Human resource Analytics

The Era/evolution of HR Analytics, Current State of HR Analytics, Why analytics is important- Understanding of Evidence based management, Meaning, Definition, Types, Scope,

Unit 2: HR Metrics

Key Metrics to measure performance of Human Resource at workplace regarding their behavior, work and contribution

Unit 3: Human Capital Management

Purpose of HCM, Concept and methodologies, Issues and challenges, HCM data used for measurement, Approaches to measurement, Human intellectual capital and ROI.

Unit 4: Reporting and data visualization

Data exploration, visualization, correlation and reporting. Predictive analysis-Trend analysis, Ratio analysis.

Unit 5: Advanced Tools for HR Management

Markov Analysis, Work Load Analysis, Work Study Analysis, , Contemporary Practices in HR analytics.

Learning Outcome: At the end of this course the student will be able to -

1. Understand the relevance of Human Resource Analytics today.
2. Understand various human resource behavior and performance related metrics
3. Calculate ROI on Human Capital
4. Develop descriptive, predictive and prescriptive model for HR related issues in the organizations.

Text Books:

- Human Capital Analytics, Gene Pease , Wiley

Reference Books:

- R N Prasad and Seema Acharya, Fundamentals of Business Analytics, Wiley India.
- Levin and Rubin, (2013), Statistics for Management , 7th edition, Pearson Publication
- Hair and Anderson(2013), Multivariate Data Analysis, 6th edition, Pearson Publication

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB736A	Subject Title	Operations Analytics						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The objective of this course is to explain the relevance of Operations Analytics today.

Unit 1: Introduction to Operations Analytics

Operations Analytics: Meaning, Definition, Scope, Trends in operations analytics, Excel Modelling in operations analytics

Unit 2: Demand Management

Importance of accurate demand forecasting, Challenges in forecasting demand, demand forecasting techniques, Using Excel for demand forecasting

Unit 3: Optimization of resources

Modelling and Optimization of material and other resources, Modelling and Optimization on Excel

Unit 4: Aggregate Planning

Aggregate planning – meaning and importance, Aggregate Planning through spreadsheets, waiting line management, Yield Management

Unit 5: Capstone Project

Students will submit a retail analytics project in groups to show the understanding of the course

Learning Outcome: At the end of this course the student will be able to -

1. Understand the relevance of Operations Analytics today.
2. Understand and apply various analytics tools for solving operations related issues

Text Books:

- Supply chain management-Strategy, planning and Operation; Sunil Chopra and Peter Meindel

Reference Books:

- Business Analytics: Data Analysis and Decision Making; Albright and Winston

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB737A	Subject Title	Supply Chain Analytics						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Outcome: The main objective of this course is to explain the relevance of using analytics for supply chain related.

Unit 1: Introduction to Supply Chain Analytics

Supply Chain Analytics- meaning, definition, scope, importance of analytics in supply chains (SC) today, Key issues in supply chain analytics

Unit 2: SCA fundamentals

Decision Modeling in Supply Chain, Modeling software, Supply Chain (SC), SCM decisions using analytics, Descriptive and Predictive analytics in Supply Chain.

Unit 3: Prescriptive Analytics in Supply Chain Management

Prescriptive Analytics in Supply Chain, Network planning, and its importance, Logistics planning, 3PL and 4PL in supply chain,

Unit 4: Coordination in Supply Chain

Modelling for coordination in a supply chain, Performance Management in supply chain, Role of ICT in supply chain coordination

Unit 5: Capstone Project

Students shall submit a group project exhibiting understanding of the course.

Course Outcome: At the end of this course the student will be able to -

1. Understand the relevance of using analytics for supply chain related
2. Develop Model for solving various issues of Supply Chain Analytics

Text Books:

- Supply Chain Analytics: Beginner's Guide Book by Gerardus Blokdyk

Reference Books:

- Supply chain analytics for dummies by Mark Morley

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB738A	Subject Title	Retail Analytics						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to define the basic operations and functions in a retail business

Unit1: Introduction to Retailing

Retailing overview, Meaning, types, retailing marketplace, changing retailing landscapes in India, Introduction to R and R studio, STP in pricing

Unit 2: Product, Pricing and Promotion in Retailing

Marketing Basket Analysis, Merchandising, Price theory: elasticity, profit and revenue maximization, pricing strategies, value pricing, pricing new products, Measuring price responses, adapting price, Promotion in retailing, promotion response,

Unit 3: Location Decision

Factors influencing retailers location decisions, machine learning in retailing,

Unit 4: Managing Store operations

Store Management, Store Loyalty, Store Experiments

Unit 5: Capstone Project using R

Students will submit a retail analytics project in groups to show the understanding of the course

Learning Outcome: At the end of this course the student will be able to -

1. Understand the basic operations and functions in a retail business
2. Understand and apply analytics tools for retail marketing decisions

Text Books:

- Retail Analytics: The Secret Weapon (Wiley and SAS Business Series Book 45) by Emmett Cox

Reference Book:

- Retail Analytics: Integrated Forecasting and Inventory Management for Perishable Products in Retailing by Anna-Lena Sachs

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB731B	Subject Title	Risk Management and Insurance						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective – The objective of this course is to explain risk and Uncertainty and factors of risk evaluation.

Unit-1 Introduction to Risk

Risk and Uncertainty, Classification of risks, Risk, peril and hazard, Cost of Risk, Methods of Handling Risk. Risk Management, Nature, Development, Scope, Definition, Objectives. Personal v/s Corporate Risk Management, Corporate Risk Objectives, Risk Management Process.

Unit-2: Risk Identification

Internal and External Risk Exposures and Operative Causes. Risk Evaluation. Statistical concepts involved. Probability Theory and Probability distribution. Measures of Central tendency and dispersion Graphical presentation of Data.

Unit-3: Risk Evaluation:

Assessing probability and severity factors. Application of statistical Concepts. Probable Maximum Loss; Ver. Risk Control. Loss Prevention, Loss, Prevention, Loss Minimization, Diversification, Optimal Loss control, Contingency Planning.

Unit-4: Introduction to Insurance

Insurance as a Risk Management Technique: Principle of Indemnity, Insurable Interest, subrogation, utmost good faith, Requisites of insurable Risks, Characteristics of Insurance contract, Functions of Insurers: Types of Insurers, Reinsurance: the concept, uses and advantages. Marketing channels: Agents & brokers Professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker, an overview of IRDA.

Unit-5: Life Insurance and General Insurance

The concept of Life Insurance, types of Life, Insurance contracts, Tax treatment of Life Insurance. Life Insurance Products- Term, Insurance, Whole Life Insurance, Universal Life Insurance, Variable Life Insurance, Adjustable Life Insurance, Endowment Life Insurance, Participating & Nonparticipation Life Insurance. The Actuarial Science

Learning Outcomes- After completion of this course students will be able to understand –

1. Risk and uncertainty
2. Internal and external risk
3. Process of risk evaluation
4. Concept of life insurance.

Text Books

1. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2nd Edition.

Reference Books

1. Bank Management & Financial Services, Peter.S.Rose & Sylvia. C. Hudgins, Tata McGraw Hill 2010, 7th Edition.
2. Managing Banking Risk, Hennie Van Greuning, Sonja Brajovic Bratanovic, Jaico Publishing House 2008
3. Banks & Institutional Management, Vasant Desai, Himalaya Publishing House 2010, 2nd Edition.
4. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley, India Edition

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB732B	Subject Title	Investment Banking and Financial						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to explain the concept of investment banking and its importance and applications in the banking sector.

Unit 1: Investment Banking

Introduction-Functions of Investment Banks- Types of Investment Banks- Investment Banking Services- Merchant Banking Services-Issue Management-Pre issue and Post issue obligations-Changing landscape of Investment Banking. Regulation of the Capital Market- SEBI regulations for merchant bankers, brokers and sub brokers, intermediaries and portfolio managers.

Unit 2: Depository System

Objectives, activities, interacting systems, role of depositories and their services, Advantages of depository system -NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants. Regulations relating to Depositories-SEBI (Depositories and Participants) Regulations 1996- Registration of depository and participant- Rights and Obligations of depositories and Participants.

Unit 3: Housing Finance:

Role, Types of housing loans, Institutions and banks offering Housing Finance, Procedure and Interest rates. Income Tax Implication. Reverse mortgage loan, Non-Banking Finance Companies: Types, Growth, Functions, RBI Guidelines, Prudential Norms.

Unit 4 Factoring

Origin, Types, factoring mechanism, advantages, factoring charges, International factoring, factoring in India, forfeiting: Origin, characteristics, benefits, difference between factoring and forfeiting, growth of forfeiting in India, Securitization of debt: Meaning, Features, Special Purpose Vehicle, Types of sterilizable assets, Benefits of Securitization, Issues in Securitization.

Unit 5: Capstone Project -Students shall submit a group project exhibiting understanding of the course.

Learning Outcome: At the end of the course students will be able to –

1. understand the investment banking concepts
2. Importance and applications in the banking sector.

Text Book:

- Investment banking in the financial system, Charles R. Geisst

Reference Book:

- Investment Banking: Valuation, Leveraged Buyouts, And Mergers And Acquisitions-By **Joshua Rosenbaum & Joshua Pearl**
- The Business Of Venture Capital-By **Mahendra Ramsinghani**

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB733B	Subject Title	Retail Banking						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The objective of this course is to explain the concept of retail banking concepts and its applications in banking sector.

Unit 1: Introduction: History and definition, role within the bank operations, Applicability of retailing concepts distinction between Retail and Corporate / Wholesale Banking.

Unit 2: Retail Products: Retail Products Overview - Customer requirements, Products development process, Liabilities and Assets Products / Description of Liability products, Description of Asset Products, Approval process for retail loans, Credit scoring. Important Asset Products - Home Loans - Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments / Collection. Auto / Vehicle Loans - Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments / Collection. Personal Loans Eligibility.

Unit 3: Marketing / Selling of retail products, MIS and Accounting: Retail Strategies; Tie-up with Institutions for Personal loans / Credit cards / Educational loans, with OEMs / Authorized Dealers for Auto / Vehicle loans, and with Builders / Developers for Home loans Delivery Channels - Branch, Extension counters, ATMs, POS, Internet Banking, M-Banking. Selling Process in retail products - Direct Selling Agents.

Unit 4: Other issues related to Retail Banking: Securitization, mortgage-based securities, Trends in retailing - New products like Insurance, Demat services, online / Phone Banking, Property services, Investment advisory / Wealth management, Reverse Mortgage – Growth of e-banking, Cross selling opportunities.

Unit 5: Capstone Project - Students shall submit a group project exhibiting understanding of the course.

Learning Outcome: After completion of this course students will be able to –

1. Understand retail banking concepts and its applications in banking sector.
2. Marketing and selling of retail products.

Text Book:

- Retail Banking, Keith Pond, 3rd Edition.

Reference Book:

- Retail Banking: Business Transformation and Competitive Strategies for the Future, **Omarini, A**, Palgrave Macmillan.

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB734B	Subject Title	Management of Commercial Banks						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The objective of this course is to familiarize the students with Management of commercial bank concepts.

UNIT 1: Principles of Banking

Definition of Bank, Creation of Money: Present Structure of Commercial Banking in India

UNIT 2: Management Principles in Banks

Managerial Functions in Banks: Recruitment, Selection, Training, Promotion and Control of Staff.

UNIT 3: Managing Deposits and advances

Management of Deposits and Advances Deposit Mobilization, Classification and Nature of Deposit Accounts, Advances, Lending Practice, Types of advances.

UNIT 4: Investment Management

Nature of Bank Investment, Liquidity and Profitability, Preparation of Cheques, Bills, Endorsements, Government Securities.

UNIT 5: Management of Finance

Bank Accounts, Records, Reports, Statement of Advances, Evaluation of Loan Applications.

Learning Outcome: After completion of this course students will be able to –

1. Understand the concepts of Management of commercial bank.
2. Managing deposits and advances and types of advances.

Text Books:

- H.C. Sharma – Banking Law and Practice (Sahitya Bhawan)
- Dr. Maliram – Banking Law and Practice

Reference Book

- Dr. V.C. Sinha - Banking Law and Practice

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB735B	Subject Title	Corporate Banking and Credit Appraisal						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: After completion of this course, students will

- Understand the commercial banking systems, structure, nationalization and banking sector reforms.
- Develop better understanding on different types of deposits, their benefits as well as on.
- Know the procedural formalities in dealing with different types of customers viz., sole traders, partnership firms, joint stock companies etc.,
- Develop a perfect theoretical knowledge on modes of creation of charges and documentation.

UNIT-1: Introduction

Indian Commercial Banking Structure – Nationalization of Banks in India: Reasons, Achievements and Critical Evaluation – Financial Sector Reforms – Consolidation and Competition in the Indian Banking Industry.

UNIT-2: Function

Deposit Mobilization by Commercial Banks – Deposit Mix – Different Types of Deposits – Factors affecting Deposit Levels – Lending of Money by Banks – Principles of Sound Lending – Various Forms of Advances: Cash Credit, Overdrafts, EMI calculations, Loans– Contemporary Services Including Cash Management- RTGS & NEFT.

UNIT-3: Different Types of Customers

Different Types of Customers: Individuals, Joint Account Holders, Trustees, Executors and Administrators, Joint Hindu Family, Partnership Firm, Joint Stock Companies, Clubs and Societies.

UNIT-4: Types of Securities

Different Types of Securities – Goods – Document of Title to Goods – Life Insurance Policies – Corporate Securities – Government Securities – Real Estate – Fixed Deposit Receipts – Bullions- Policy, Procedure and Practices of Lending against these securities.

UNIT 5: Capstone Project -Students shall submit a group project exhibiting understanding of the course.

Learning Outcome: After completion of this course, students will

- Understand the commercial banking systems, structure, nationalization and banking sector reforms.
- Develop better understanding on different types of deposits, their benefits as well as on.
- Know the procedural formalities in dealing with different types of customers viz., sole traders, partnership firms, joint stock companies etc.,
- Develop a perfect theoretical knowledge on modes of creation of charges and documentation.

Text Book:

- Principles and practices of Banking, Indian Institute of Banking & Finance.

Reference Book

- Dr. V.C. Sinha - Banking Law and Practice

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB736B	Subject Title	Banking Laws and Operations						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The objective of this course is to enable the students to familiarize with Banking laws and practice and corporate laws affecting the operations of a business enterprise.

Unit 1: Banking Regulations: Understanding the role of Reserve Bank of India and banking, Explain KYC and AML – Importance, policies, procedures, controls, Understanding Types of customer accounts – Individuals and non-Individual, Modes of operations, Documents for account opening.

Unit 2: Banking Operations: Understanding the rules and regulations governing, Account opening process, Transactions in bank accounts – cash, transfer, clearing, ECS, Service channels – ATM, POS, Internet, Mobile, Kiosks, payment Wallets. Payment and collection of cheques, Opening, renewal and closure of FDs • Account modifications and special situations.

Unit 3: Customer Centricity Selling skills and Customer Relationship Management: Understanding customer segments, needs, Customer satisfaction, problem solving, Introduction to selling, concepts, and techniques, follow the sales process to close sales, Post- sale analysis to make process improvements.

Unit 4: Financial Inclusion Through BC BF model: Need for financial literacy and inclusion, Initiatives, New banks, Challenges, BCBF model for financial inclusion, Scope of activities of BC BF, do's and don'ts 25%, Introduction to Pradhan Mantri Jan Dhan Yojana, initiatives, implementation, Facilities – overdraft, debit card, insurance, Technology models & initiatives, Role of BCs/BFs in financial inclusion.

Unit 5: Capstone Project -Students shall submit a group project exhibiting understanding of the course.

Learning outcome: After completion of this course students will be able to-

1. Understand Banking laws and practice
2. Understand corporate laws affecting the operations of a business enterprise.

Text Book:

- **Banking Law and Practice, M.L Tannan (Student edition)**

Reference Book:

- Banking Law and Practice, Hong Kong Institute of Bankers, Jon Wiley and Sons

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB737B	Subject Title	Project Appraisal						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to determine and apply knowledge of complex project management theory, principles and best practice.

Unit 1-Identification of investment opportunities – industry analysis review of project profiles – feasibility study. Project Appraisal – techniques of appraising commercial and social projects. DCF and non-DCF methods sensitivity analysis.

Unit 2-Estimation of Cash Flows: Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirements and its Financing, Profitability Projections, Basic Principles for Measuring

Unit 3-Project Risk Management-Descriptors/Topics: Types and Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Break Even Analysis, Simulation Analysis, Decision Tree Analysis, Project Risk Management

Unit 4-Project Control- Forms of Project Organization, Project Control, Human Aspects of Project Management, Pre-requisites for Successful Project Implementation, Performance Audit.

Unit 5: Capstone Project - Students shall submit a group project exhibiting understanding of the course.

Learning Outcome:

- Determine and apply knowledge of complex project management theory, principles and best practice
- Critically analyses, synthesize and reflect on project management theory and recent developments
- Apply the specialist knowledge and technical skills required to creatively address the diverse needs of project stakeholders

Text Books:

- Chandra P., 2009, Projects: Planning, Analysis, Financing, Implementation & Review, 7th Ed. Tata McGraw-Hill Publishing. Clifford Gray, Project Management, Richard D. Irwin, (Latest Edition)

Reference Books:

- Meredith J.R. & Mantel S.J., Jr., 2000, Project Management: A Managerial Approach, 4th Ed. John Wiley & Sons. Patel B.M., 2000,
- Project Management: Strategic Financial Planning Examination & Control, Vikas Publishing House Pvt. Ltd. Finnerty J. D., 1996,
- Project Financing: Asset-Based Financial Engineering, Wiley.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB738B	Subject Title	Treasury & Risk Management in Banks						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective: The main objective of this course is to explain the advantages and disadvantages of risk management techniques and models in a financial and non-financial setting.

Unit 1-Introduction to Corporate Treasury Management

Overview of Corporate Treasury Management, need and benefits, functions and Treasury exposures. Organisation structure of treasury.

Unit 2-Treasury Products

Treasury products for foreign exchange (forex) markets and forex derivatives. Commodity market instruments.

Unit 3- Liquidity Planning and Managing Cash Assets

Introduction of treasury management – liquidity –planning and control of liquidity CMS or cash management systems (both domestic and international), role of working capital management in liquidity

Unit 4-Working Capital Management

Introduction, need for working capital, cash cycle, management strategies for working capital, perspective of the Treasury function.

Unit 5-Treasury Risk Management

Treasury risks, function the market risks role of asset-liability management.

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

1. Appraise the advantages and disadvantages of risk management techniques and models in a financial and non-financial setting
2. Apply financial risk management to create firm value

Text Books:

- Treasury, Investment and Risk Management-IIBF

Reference Books:

- Financial Risk Manager Handbook FRM(r) Part I/Part II, Wiley, 2010
Stulz, René M.
- Risk Management and Derivatives, 1st Edition. Cengage Learning. 2003.
Crouhy, Michel; Dan Galai and Robert Mark.
- The Essentials of Risk Management, 2nd Edition. McGraw-Hill 2014.
Crouhy, Michel; Dan Galai and Robert Mark. Risk Management, 1st Edition. McGraw-Hill 2000

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB7311	Subject Title	Management Information Systems						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective – The objective of this course is to explain several strategic uses of Internet technologies and find how they give competitive advantages to a business.

Unit -1 Organizations and Computing

Introduction, Modern Organization-IT enabled, Information Systems in Organizations- what are information systems?, Brief history of computing- ENIAC: Way to commercial computers- Advent of artificial intelligence- advent of personal computing-Free Software Movement- Advent of Internet, The role of internet- Internet and Web: they are different-the internet changes everything

Unit -2 Introduction Data and Information

concept of data and information, Information systems, classification, Operations Support system (OSS), Management Support System (MSS), Transaction Processing System (TPS), Process Control System (PCS), Enterprise Collaboration System (ECS), Management Information System (MIS), Decision Support System (DSS).

Unit -3 Role of MIS

Strategic advantage with MIS, competitive strategy concept, the value chain and strategic IS, Using IT for strategic advantage- Business process Re-engineering, Creating a virtual company, improving business quality,: Total Quality Management, Becoming an agile company, Building a knowledge creating company.

Unit -4 Developing MIS System

System development Life Cycle , Investigation Phase, Prototyping, Feasibility study, System analysis (DFD and ER diagram), System design, Implementation business systems, testing, documenting, training, conversion and maintenance.

Unit -5 MIS Applications

Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical challenges of IT, Ethical responsibility- Business ethics, Technology ethics, cyber crime and privacy issues.

Learning Outcomes -After completion of this course students will be able to

1. Identify several strategic uses of Internet technologies and find how they give competitive advantages to a business.
2. Identify the activities involved in the implementation of new information system.
3. Identify several types of security management strategies and defenses.

Text Book:

1. Kroenke, D. M., Gemino, A., & Tingling, P. (2016). *Experiencing MIS* (4th Canadian Edition). Toronto: Pearson.

Reference Book:

- Poatsy, M. A., Cameron, E., Williams, J., & Grauer, R. (2017). *Exploring Microsoft Office Access 2016 Comprehensive*. Boston: Pearson Education Inc. ISBN-13: 9780134479453

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB732I	Subject Title	Web Technologies						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

COURSE OBJECTIVE: The main objective of this course is to explain the use of static and dynamic web pages, CSS, XML and Java script for web page designing.

Unit 1: Web Essentials

Clients, servers, connections and request/response messages, concept of internet, HTTP vs. World Wide Web, web clients, web Servers. Markup Languages: An Introduction to HTML History, basic tags, List, Table creation, frames, forms, case study to create static web pages.

Unit 2: XHTML and XML

Concept of XHTML, difference with HTML, Concept of XML and XML Documents, and case study based on XML document. Style Sheets: Introduction to Cascading Style Sheets (CSS), types of CSS, HTML with CSS, case study using HTML and CSS

Unit 3: JavaScript

Concept of dynamic web page, Use of scripting language, JavaScript syntax, variables and Data Types, Operators, functions. Case study for creation of dynamic web pages using JavaScript.

Unit 4: Basics of PHP

Introduction to PHP, syntax, variables, data types, operators, conditional constructs, loops, function- in built and user defined, arrays.

Unit 5: Database Handling in PHP

Forms in PHP, connection with MySQL, creation of table, insert records, update records, delete records, show records.

Learning Outcome: At the end of the course the student will be able to:

1. Understand the static and dynamic web pages.
2. Understand Cascaded style sheet and its use.
3. XML documents and its use.
4. Java Script and PHP and creation of functions.
5. Basic Database handling using PHP.

Text Book:

1. Jeffrey C. Jackson, "Web Technologies--A Computer Science Perspective", Pearson Education, 2006.

Reference Books

1. Robert. W. Sebesta, "Programming the World Wide Web", Fourth Edition, Pearson Education, 2007
2. James Lee, Brent Ware, *Open Source Development with LAMP: Using Linux, Apache, MySQL, Perl, and PHP*, Pearson Education (2003).
3. Bates, "Developing Web Applications", Wiley, 2006.
4. Matt Doyle, *Beginning PHP 5.3*, Wiley (2010).

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB733I	Subject Title	Data warehousing Management Systems						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective – The objective of this course is to explain physical structure of the database, define a problem at the view level and use of ERD tools.

Unit 1: Database Management System Core Concepts:

Introduction, Database Environment, Working of a Simple Centralized Database System, Traditional File Systems vs. Modern Database Management Systems, Properties of Database, Types of Database Users, Advantages of using DBMS, Applications of traditional Database. Data Model, Schemas and Instances, three schema architecture, Languages and Interfaces, DBMS Components, Classification of Database Management Systems

Unit 2 Functional Dependencies and Normalization For Relational Databases

Introduction, Information Design Guide Lines for Relational DB, Levels of Relation Schema, Normal forms Based on Primary Keys. *Entity-Relationship Model*: Introduction, Conceptual Data model for Database Design, ER Model Concept with an example:, Components of an ER Model, Relationships, Roles and Structural Constraints, Constraints on Relationship Types.

Unit 3 Relational Algebra

Introduction, Relational Model Constraints, Update Operation on Relations, Relational Algebra. *Relational Calculus*: Introduction, Tuple Relational Calculus, Domain Relational Calculus

Unit 4 SQL

Introduction, DML, DCL, DDL, SQL, Multi table Queries, Nested Queries or Sub queries, Multiple Row Nested Queries, Data Manipulation Language.

Unit 5 Transaction Processing:

Introduction, Transaction Processing Concepts, Transactions in a multiuser system, Desirable Properties of Transactions, *Concurrency Control Techniques*: Introduction, Types of Locks: Locking Technique for Concurrency Control, the Two Phase Locking Protocol, *Recovery Techniques*: Introduction, Recovery Process, Deferred Update, Immediate Update

Learning Outcomes - After completion of this course students will be able to -

- To define a problem at the view level and ability to understand the physical structure of the database to handle data
- To implement the logic and relation by using tools like ERD
- To remove the redundancy of data using normalization

Text Book:

- S. B. Navathe: Fundamentals of Database Systems (5th Ed.), Addison Wesley, 2007

Reference Book:

- Jeffrey A. Hoffer, Mary B. Prescott, and Fred R. McFadden. Modern Database Management (8th Ed.). Prentice-Hall, 2007.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB734I	Subject Title	Programming using java						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

COURSE OBJECTIVE: The objective of this course is to explain class, objects, relationships and Java Programming.

Unit-1: Object Oriented Programming

Objects and classes, generalization and inheritance, aggregation, abstract class. Static and Dynamic Models: UML Diagrams-Class diagram, interaction diagram, collaboration diagram, sequence diagram, state diagram, activity diagram.

Unit-2: Introduction to Java

Importance and features of Java, Keywords, constants, variables and Data Types, Operators and Expressions. Branching and looping: if-else, switch, while, do, for statements, jump statements: break, continue, and return. Introducing classes, objects and methods: defining a class, adding variables and methods, creating objects, constructors, inheritance, overriding, final class, and use of super keyword.

Unit-3: Arrays and Interfaces

Creating an array, string array, dynamic array, abstract classes, interfaces, extending interfaces, IO stream handling, and packages.

Unit-4: Multithreading

Thread, thread life cycle, extending thread class, implementing runnable interface, thread synchronization. Exception handling: inbuilt and user defined exceptions. ,Applet and AWT: Introduction to applet, event handling, event classes and listeners, handling images.

Unit-5: Introduction to Swings

Features of swings, swing UI elements, sample cases developing user interfaces using Swing UI classes, design animation, sound and video application using swings

LEARNING OUTCOME: At the end of the course the student will demonstrate:

1. Identify classes, objects, members of a class and relationships among them needed for a specific problem.
2. Write Java application programs using OOPS principles and proper program structuring.
- 3- Write Java programs to implement error handling techniques using exception handling
- 4- Write GUI programs in java and embed with web pages

Text Books:

Herbert Schildt, "The Complete Reference: Java", TMH.

Reference Books:

- Booch Grady, "Object Oriented Analysis & Design with application 3/e", Pearson Education, New Delhi.
- Bjarne Stroustrup, "C++ Programming Language", Addison Wesley.
- E. Balagurusamy, "Object Oriented Programming with C++", TMH.
- E. Balagurusamy, "Programming in JAVA", TMH.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB735I	Subject Title	Web Analytics						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective – The main objective of this course is to explain the concept of web analytics and how it works.

Unit 1: Introduction

Research vs Analytics, Analysis vs intuition, Web analytics overview, Introduction to Google Analytics - Accounts, profiles, and users, Basic Metrics, Main Sections of Google Analytics reports, Direct, referring, and search traffic, Campaigns, AdWords, AdSense, Pages and Landing Pages, Event Tracking and AdSense, Site Search, Unique visitors, Geographic and language information, Technical reports

Unit 2: How Web Analytics Works

Basic Concepts, Segmentation, Intermediate Metrics, Custom Metrics, Calculated Metrics,

Unit 3: Web Analytics Data collection

Web Data and other types of data, also basic dashboards, Determining What Kind of Reports to Deliver,

Unit 4: Web Analytics Ecosystem

Deploying it in Industry - what to measure, Segmentation is created in Web Analytics and tracking

Unit 5: Visualizations

Web Analytics Visualization of Data, Acquisition and Conversions, Third-Party Data and Comscore, Cohort Analysis and User Explorer, Geo-Social Data

Learning Outcomes- After completion of this course students will be able to –

1. Understand the concept of web analytics.
2. Understand how to collect data.
3. Design web analytics visualization

Text Books:

- Herbert Schildt, “The Complete Reference: Java”, TMH.

Reference Books:

- Booch Grady, “Object Oriented Analysis & Design with application 3/e”, Pearson Education, New Delhi.
- Bjarne Stroustrup, “C++ Programming Language”, Addison Wesley.
- E. Balagurusamy, “Object Oriented Programming with C++”, TMH.
- E. Balagurusamy, “Programming in JAVA”, TMH.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB736I	Subject Title	E-Business						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective – The objective of this course is to explain the concept of E-commerce, online retailing and online marketing.

Unit -1 Introduction and definition of E-Commerce

Meaning, Definition, Benefits of E-Commerce, How E-Commerce works, Origin, need and factors affecting Electronic commerce, features of Electronic Commerce, Electronic Commerce Framework.

Unit -2 Internet as an Electronic Commerce enabler

Electronic Commerce Business Models (Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive advantage, market strategy, Organizational development, Management Team).

Unit -3 Types of E-Commerce Models

Business to consumer (B2C) Business models, Types of B2C, Business to Business (B2B) Business Models, Types of B2B, Consumer to Consumer (C2C) Business Models, Types of C2C, Peer to peer business models, M-Commerce business models, Electronic Payment Systems (Cash, check, credit card, stored value, accumulating balance), working of online credit card, transaction security.

Unit -4: Online Retailing

Online retailing, online retail industry dynamics, online mercantile model for customer perspective, Management challenges in Online retailing, Online market research, online marketing communications, online advertising, online branding, online customer relationship, online pricing strategies.

Unit -5 Online Banking

Online banking, online banking implementation, changing dynamics in banking industry, Management issues in online banking, introduction to mobile commerce, challenges emerging in mobile commerce, application areas of Mobile Commerce.

Learning Outcomes –After completion of this course students will be able to –

1. Understand concept of E-Commerce.

TEXT BOOKS:

1. Pete Loshin and P.A.Murphy, “ Electronic Commerce ” Jaico Publishing House, 1999.

REFERENCE BOOKS:

1. Kalakota, “Frontiers of E-Commerce” Addison Wesley long man Publishers, 1999.
2. David Cheffey, “E-business and E-Commerce management” Prentice Hall, 2011.
3. Trepper, “E-Commerce strategies”, Prentice Hall of India, 2001.
4. Gary Schneider and James T. Perry, “Electronic Commerce” Thomson learning, 2001.
3. Colin Combe, “Introduction to E-business: Management and Strategy”, Elsevier, 2006

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB737I	Subject Title	Programming using Python						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2 nd	Trimester	IV/V

Course Objective – The objective of this course is to make students understand how do programming using python especially how it can be used to solve business problems in terms of data analysis and visualization.

Unit -1 Introduction to python

Python installation and setup. What is python? , features of Python, Running applications from the command line, input and output, Python identifiers, types of Variable, Types of operators, Conditional Execution, Functions, Looping statements.

Unit –2 Command line Arguments

Command line arguments, String Handling, Introduction to Python lists, Tuples, Dictionary, date and time handling, functions, Modules, File Input/Output, Exception Handling.

Unit –3 Python as Object Oriented Language

Python Object Oriented Language- classes, Objects, inheritance, overriding, overloading etc., Regular expressions- match function, search function, search and replace. Introduction to Python CGI Programming – CGI Architecture, GET and POST,

Unit –4 Database Access using python

Database access- mysql database connection, creating table, insert , read or fetch data, update, delete, commit, rollback, error handling. Introduction to network programming in python.

Unit –5 Multithreaded programming

Multithreaded programming- start a new thread, threading modules, synchronizing threads, GUI Programming- Tkinter programming, Tkinter widgets etc.

TEXT BOOK:

1. Joseph Joyner, Python Programming for Beginners: Python Programming Language Tutorial.

REFERENCE BOOKS:

2. Alex Martelli, Python in a Nutshell, O'Reilly Media, 2003
3. John Paul Mueller, Beginning Programming With Python For Dummies, Willey
4. John Goerzen, Tim Bower, Brandon, Rhodes, Foundations of Python Network Programming: The comprehensive guide to building network applications with Python, Paperback
5. Acodemy, Learn Python in a Day: The Ultimate Crash Course to Learning the Basics of Python in No Time (Python, Python Course, Python Development, Python Books, Python for Beginners) , Paperback

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB7311B	Subject Title	Import- Export Management & Documentation						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2	Trimester	IV/V

Course Objective:

Understanding all the documents needed and their relevance in export management.

Unit1: An Overview of Import-Export Management

Import Export Management Introduction; Concept Key Feature; Foreign Trade - Institutional Framework and Basics; Trade Policy; Foreign Trade; Simplification of Document; Reduction in Document to Five for Custom Purpose; Exporting; Importing Counter Trade; the Promise and Pitfall of Exporting; Improving Export Performance; Counter Trade. Export Pricing and Costing: Export Pricing Worksheet.

Unit 2: Export-Import Financing

Export and Import Financing, Procedure, and Primary Consideration Export and Import Financing Procedures; 14 Steps for Conducting Export Transaction; Export Assistance; Export-Import Primary Consideration

Unit 3: Import Export Documentation

Import and Export Documentation: Introduction, Freight Forwarder's Powers of Attorney, Bill of Lading, Certificates of Origin, Letter of Credit.

Unit 4: Processing of Export Order

Processing of Export Order; Nature and Format of Export Order; Examination and Confirmation of Export Order; Manufacturing or Procuring Goods; Central Excise Clearance; Pre Shipment Inspection; Appointment of Clearing and Forwarding Agents; Transportation of Goods to Port of Shipment; Port Formalities and Customs Clearance; Dispatch of Documents by Forwarding Agent to the Exporter; Certificate of Origin and Shipment Advice; Presentation of Documents to Bank; Claiming Export Incentives; Excise Rebate; Duty Drawback. Marine Insurance

Unit 5: Export Assistance of India

Export Assistance of India: Introduction, Importance of Export Assistance, Export Promotion Measure in India, Expansion of Production Base for Exports; Relaxation in Industrial Licensing Policy / MRTP / FERA / Foreign Collaborations; Liberal Import of Capital Goods; Export Processing Zones (EPZ); Export Oriented Units (EOU); Special Economic Zones (SEZs); Electronic Hardware Technology Parks (EHITP) and Software Technology Park Units (STP); Assured Supply of Raw-Material Imports; Eligibility for Export / Trading / Star Trading / Super Star Trading Houses; Export Houses Status for Export of Services; Rendering Exports Price Competitive; Fiscal Incentives; Financial Incentives; Strengthening Export Marketing Effort, Export Promotion Organizations , Export Import Policy of India.

Learning Outcome

At the end of the course the student will demonstrate:

1. Understand the how import and exports are managed
2. Understand documentation required for import and export.

Text book [TB]:

1. Nabhi's Exporters Manual and Documentation, Publisher: Nabhi Publication, New Delhi.

Reference books [RB]:

1. Export Import Policy, Publisher: Ministry of Commerce, Government of India, New Delhi.
2. Electronic Commerce by N. Janardhan, Publisher: Indian Institute of Foreign Trade, New Delhi
3. Export-What, Where, How by Ram Paras, Publisher: Anupam, Delhi.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB732IB	Subject Title	International Marketing						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2	Trimester	IV/V

Course Objective:

1. Understanding the difference between domestic and international marketing.
2. Marketing concepts in international trade

Course Pre/Co- requisite (if any) : Basic Knowledge of marketing

Unit 1 Introduction to International Marketing

Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing. International Marketing Environment, Challenges in Global Marketing. International Trade Environment – Trade theories, barriers, quotas, GATT, WTO, Market Entry Strategies, International Marketing Research

Unit 2 International Marketing Mix- Product and Pricing decisions

International Product Policy and Planning Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services, International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade

Unit 3 International Marketing Mix- Distribution and promotion decisions

International Distribution and Logistics Planning Introduction, International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging, International Promotional Strategies Introduction, Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing,

Unit 4 Export Marketing Process, Exchange rate issues, Documentation

Introduction, choosing appropriate mode of operations, Issues Related to Exports, processing an Export Order, Entering into export contract, Export Pricing and Costing, Export-Import (EXIM) Policy, 2002-2007, Foreign Exchange and Foreign Currency, Export marketing documentation.

Unit 5 Legal and Ethical Issues in International Marketing

Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical Consideration in International Marketing and Marketing Communications.

Learning Outcome

At the end of the course the student will demonstrate:

1. Understand the complexity in marketing goods and services in international markets
2. Ability to understand design international marketing mix

Text book [TB]:

1. International Marketing, Philip R. Cateora, Mary C. Gilly, John L. Graham, Cengage Learning (2017)

Reference books [RB]:

1. Global Marketing Paperback (2018), by J. Keegan Warren and C. Green Mark, Cengage Learning(9e)

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	: MB733IB	Subject Title	International Financial Management						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2	Trimester	IV/V

Course Objective: Understanding the relevance of financial affairs in international trade.

Course Pre/Co-requisite (if any) : Basic Knowledge of finance

Unit: 1. Introduction to International Financial Management

An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM.

Unit: 2 Understanding International Flow of Funds

Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows.

Unit: 3 Foreign Exchange Market

Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market. Currency futures and options, Exchange Rate systems and determination, Relationship between inflation, interest rates and exchange rates - Purchasing Power Parity - International Fisher Effect.

Unit: 4 Long term Asset-liability Management

Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Financing Equity, Bond financing, parallel loans.

Unit : 5 Short-term Asset-Liability Management

International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export - Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

Learning Outcome

: At the end of the course the student will demonstrate:

1. Understand the complexity in managing finance that has cross border implications
2. Understand how foreign exchange markets work

Text book [TB]:

1. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2004.

Reference books [RB]:

1. Alan C.Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004
2. Jeff Madura, International Financial Management, 6th edition, Thomson Publications.
3. Maurice D.Levi, International Finance, 3rd edition, Tata Mc Graw-Hill, New Delhi, 2003.
4. S.Eun Choel and Risnick Bruce, International Financial Management, Tata Mc Graw Hill, 2001.
5. David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth, Multinational Business Finance, 10th edition, Pearson Education 2004.

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	: MB7341B	Subject Title	Global Workforce Management						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2	Trimester	IV/V

Course Objective: Understanding the concept of workforce diversity across international boundaries.

Course Pre/Co-requisite (if any) : Basic knowledge of human resource Management

Unit 1: Introduction to International Human Resource Management

Meaning, challenges in International Human Resource Management, Developments leading to International HRM Perspectives, Organizational Structure and HRM, International Human Resource Planning

Unit 2: Staffing Practices in International Human Resource Management

Recruitment and Selection – processes, options and challenges, Employee motivation, retention, separation.

Unit 3: International HR Challenges:

Human Resource Transfers and Repatriation Strategies, Training and development, Performance measurement and compensation

Unit 4: International HR Laws

Global labor laws and standards, HR/IR issues in MNCs and Corporate Social Responsibility

Unit 5: Emerging trends in International HRM

Sensitivity to Cultural Diversity, Global Organisation Structures, Emerging Trends in Employee Relations and Employee Involvement, International HRM and Strategic Research

Learning Outcome

At the end of the course the student will demonstrate:

1. Understand the complexity of managing workforce in international locations
2. Ability to understand the management challenges of handling a cross cultural workforce

Text book [TB]:

1. International Human Resource Management-P.Subba Rao, Himalya Publishing House

Reference books [RB]:

1. International Human Resource Management-S.K.Bhatia, Deep and Deep Publications
2. International Business and Globalisation – John D. Daniels, Jeffrey A. Krug
3. Executive Skills for Global Managers – Upinder Dhar and S. Ravishankar
4. Global Business – Avadhani – Himalaya Publication

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	: MB735IB	Subject Title	International Economics						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2	Trimester	IV/V

Course Objective: understanding economics in global perspective.

Course Pre/Co-requisite (if any) : Basic knowledge of micro and macro-economics.

Detailed Syllabus

Unit1: Introduction

What is international economics about? An overview of world trade.

Unit2: Theories of International Trade

The Ricardian, specific factors, and Heckscher-Ohlin models; new trade theories; the international location of production; firms in the global economy — outsourcing and multinational enterprises.

Unit3: Tariff and Non-Tariff Barriers

Effect of Tariffs and non Tariff barriers. Dumping, subsidies, technical administration and other Regulations, Tariffs as instrument to market imperfection and strategic device, Preferential trading, Economic Integration and regional groupings

Unit4: Trade Policy Instruments

Trade policy instruments of trade policy; political economy of trade policy; controversies in trade policy.

Unit5: International Macroeconomic Policy

Fixed versus flexible exchange rates; international monetary systems; financial globalization and financial crises.

Learning Outcome

At the end of the course the student will demonstrate:

1. Understanding of the nuances of making trades in international markets
2. Ability to understand the trade barriers and facilitators

Text book [TB]:

1. Paul Krugman, Maurice Obstfeld, and Marc Melitz, International Economics: Theory and Policy, Addison-Wesley (Pearson Education Indian Edition), 9th edition, 2012

Reference books [RB]:

2. Dominick Salvatore, International Economics: Trade and Finance, John Wiley International Student Edition, 10th edition, 2011.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB7361B	Subject Title	Mergers, Acquisitions and Corporate Restructuring						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2	Trimester	IV/V

Course Objective: Understanding the concepts of foreign direct investment with special reference to merger and acquisition..

Course Pre/Co- requisite (if any) : Basic knowledge of Finance and accounting.

Unit 1: Introduction to Merger and Acquisition

Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger.

Unit 2: Strategic Evaluation of M & A Opportunities

selection approaches and criteria, modalities of fixing the acquisition price, key steps in the strategic planning of a merger, feasibility analysis in respect of cash and stock deals, describes fair value: institutional criteria and special features of acquisition of sick companies.

Unit 3: Strategizing and Structuring M & A Activity

Merger process right from planning the merger till implementation, five-stage model, methods of financial mergers and capital budgeting decision Synergy and Value Creation in Mergers

Unit 4: Corporate Restructuring

Meaning of corporate restructuring, need for corporate restructuring, methods of corporate restructuring. Demergers- Meaning of demerger, characteristics of demerger, structure of demerger, and tax implication of demergers

Unit 5: International M & A

Introduction of international M & A activity, the opportunities and threats, role of M & A in international trade growth, the external advantages in differential products, impact of government policies and political and economic stability on international M&A decisions, recommendation for effective cross-border M & A.

Learning Outcome

At the end of the course the student will demonstrate:

1. Understanding of the importance of mergers and acquisitions in international markets
2. Ability to understand how corporate restructuring can be done

Text book [TB]:

1. Paul Krugman, Maurice Obstfeld, and Marc Melitz, International Economics: Theory and Policy, Addison-Wesley (Pearson Education Indian Edition), 9th edition, 2012

Reference books [RB]:

1. Dominick Salvatore, International Economics: Trade and Finance, John Wiley International Student Edition, 10th edition, 2011.

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB737IB	Subject Title	International legal Framework						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2	Trimester	IV/V

Course Objective: Understanding legal aspects of business with reference to international trade.

Course Pre/Co-requisite (if any) : Basic knowledge of business law.

Unit 1: Introduction

Understanding the concept of Free Trade and associated, Introduction to GATT/WTO, WTO Dispute Settlement, Domestic Implementation of International Trade Obligations

Unit 2: Fundamental Principles of the WTO and Their Exceptions

Tariff Binding, Most-Favored-Nation status, National Treatment, Quantitative Restrictions, Developing Countries; Preferential Trade Agreements, Environment, Health and Safety

Unit 3: Trade Remedies

Antidumping, Countervailing Duties, Safeguards- China WTO Accession Protocol Art

Unit 4: Selected Areas of International Trade Regulation

Intellectual Property, GATS, WTO Agreement on Trade-Related Investment Measures

Unit 5: Selected cases on International Trade laws

Learning Outcome

At the end of the course the student will demonstrate:

1. Understanding the various laws for carrying out business in international markets
2. Ability to understand role of WTO in settling international trade disputes

Text book [TB]:

1. Paul Krugman, Maurice Obstfeld, and Marc Melitz, International Economics: Theory and Policy, Addison-Wesley (Pearson Education Indian Edition), 9th edition, 2012

Reference books [RB]:

1. Dominick Salvatore, International Economics: Trade and Finance, John Wiley International Student Edition, 10th edition, 2011.

**Course Structure & Syllabus of
MASTER OF BUSINESS ADMINISTRATION
(MBA Trimester System)
FMS, DITU, Applicable for Batch: 2019-2021**

Subject Code	MB738IB	Subject Title	Cross-Cultural Management						
LTP	3 1 0	Credit	3.5	Subject Category	DE	Year	2	Trimester	IV/V

Course Objective: Understanding the basics of culture and its relevance of international trade.

Unit 1: Introduction

Meaning, Models of Cross- Cultural Management, Cross-cultural teams in organizations, Inter-cultural case studies

Unit 2: Cross Cultural Communication

Intercultural communication and multilingualism in organisations, Challenges, strategies, Benefits

Unit 3: Cross Cultural Conflicts

Negotiation and conflict in cross-cultural management, Strategies to resolve conflicts, Benefits of managing diversity in the workforce, Expatriation and repatriation

Unit 4: Leading in a multi-cultural organization

Challenges of leading a culturally diverse team, inspiring a diverse team,

Unit 5: Managing Employees in cross cultural environment

Employee-Employer relationships and cross-cultural management, Cross cultural training: effectiveness and myths, the future of cross cultural management

Learning Outcome

At the end of the course the student will:

1. Understand the need to know cross cultural management issues in international markets
2. Ability to understand challenges and resolution for managing in cross-cultural environment

Text book [TB]:

1. Paul Krugman, Maurice Obstfeld, and Marc Melitz, International Economics: Theory and Policy, Addison-Wesley (Pearson Education Indian Edition), 9th edition, 2012

Reference books [RB]:

1. Dominick Salvatore, International Economics: Trade and Finance, John Wiley International Student Edition, 10th edition, 2011.

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB7310	Subject Title	Total Quality Management						
LTP	310	Credit	3.5	Subject Category	DE	Year	2018-20	Semester	IV/V

Course Objective:

1. To provide an understanding of the process of managing quality and managing services.
2. To learn concepts of Excellence and Best Value and the contribution of quality to strategic management.
3. To show how all the fundamental disciplines of business are intrinsically linked with the concepts of service excellence and quality.
4. To provide a valuable perspective for future business managers.

Course Pre/Co- requisite (if any) : The student must have gone through the course of production and operation management

Unit 1: Introduction

Definition, Types of quality, Quality Leadership and business strategy, Dimensions of quality, Principles of TQM, Quality Costs – Analysis & techniques for Cost control of Quality, Barriers of TQM Implementation

Unit 2: TQM Basics

TQM Principles, Strategic Quality Management, Improving effectiveness of Product Development Quality aspect for manufacturing

Unit 3: Understand Quality

Quality function, Quality Circles, Employees and operators attitude for Quality Improvement, Causes of operator's errors and corrective methods

Unit 4: Statistical Process Control

STATISTICAL PROCESS CONTROL (SPC): The seven tools of quality, Statistical Fundamentals –, Process capability.

Unit 5: TQM Tools

TQM TOOLS, techniques and benefits, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA

Learning Outcome

1. Understand the fundamental principles of Total Quality Management;
2. Choose appropriate statistical techniques for improving processes;
3. Write reports to management describing processes and recommending ways to improve them;

Text book [TB]:

1. Dale H. Besterfield, et al., "Total Quality Management", Pearson Education, Inc. 2003. (Indian reprint 2004). ISBN 81-297-0260-6.

Reference books [RB]:

1. James R. Evans & William M. Lindsay, "The Management and Control of Quality", (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB7320	Subject Title	Project Management						
LTP	310	Credit	3.5	Subject Category	DE	Year	2018-20	Semester	IV/V

Course Objective:

1. To understand Concepts of Project Management for Planning & Execution of projects.
2. To know and use various optimization tools / techniques applied in Project Management.
3. To introduce fundamentals of Contract Administration, Costing and Accounting of Projects.
4. To discuss, analyze and appreciate contemporary projects in Indian and international context

Unit 1 – Introduction to Project Management:

Project – Meaning and definition, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes

Unit 2 -Project Identification, Selection and project planning

Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point, Project Planning Work Breakdown Structure

Unit 3 -PERT and CPM

Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System

Unit 4 – Risk Management in Project Risk Management

Introduction, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks

Unit 5-- Project Performance Measurement and Evaluation

Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects, Project execution and control

Learning Outcome

1. Understand the fundamentals of Project Management;
2. Apply project management concepts in designing strategies for business projects

Text book [TB]:

- Dale H.Besterfield, et al., "Total Quality Management", Pearson Education, Inc. 2003. (Indian reprint 2004). ISBN 81-297-0260-6.

Reference books [RB]::

1. James R.Evans & William M.Lindsay, "The Management and Control of Quality", (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
2. Feigenbaum.A.V. "Total Quality Management", McGraw-Hill, 1991. Oakland.J.S. "Total Quality Management", Butterworth Heinemann Ltd., Oxford, 198

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB7330	Subject Title	Lean and Six Sigma						
LTP	310	Credit	3.5	Subject Category	DE	Year	2018-20	Semester	IV/V

Course Objective:

1. Translate the selection, application and implementation of a Six Sigma project, including the roles and responsibilities of all team members, to their own work area.
2. Collect appropriate data from their process to support problem solving.

Course Pre/Co- requisite (if any) :

Unit 1: Introduction to six sigma

Six sigma- meaning, scope and importance, Six sigma as a business management tool, Six sigma- opportunities and challenges

Unit 2: Drivers of six sigma

Role of Leadership, Change agents in six sigma implementations, roadblocks, negotiation and conflict resolution techniques, Linking projects to organizations objectives

Unit 3: Business Process Management

Process vs. functional view, process elements, and understanding customer needs, Project management to handle business processes.

Unit 4: Six sigma Improvement tools

Project Scope, Metrics, process analysis and documentation, process indices, exploratory data analysis tools, descriptive data analysis and multivariate statistics tools for process improvements.

Unit 5: Lean Enterprise

Lean Enterprise – meaning and importance, lean concept basics, lean tools for business process management.

Learning Outcome Upon completion of this course, students will be able to

1. Understand the relevance of six sigma for business process improvements
2. Learn what lean enterprise is
3. Apply concepts of six sigma for improving business processes.

Text book [TB]:

1. George, Mark O. (2010). The Lean Six Sigma Guide to Doing More with Less. John Wiley & Sons, Inc. Hoboken.

Reference books [RB]::

2. George, M.; Rowlands, D.; Price, M. and Maxey, J. (2005). Lean Six Sigma Pocket Tool Box. McGraw-Hill, New York. ISBN: 0-07-144119-0

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB7340	Subject Title	Production Planning and Control						
LTP	310	Credit	3.5	Subject Category	DE	Year	2018-20	Semester	IV/V

Course Objective:

1. To understand the problems and opportunities faced by the operations manager in manufacturing and service organizations.
2. To develop an ability to apply PPC concepts in a various areas like marketing, accounting, finance, engineering, personnel management, logistics, etc.
3. To integrate operations concepts with other functional areas of business

Unit 1: Introduction

Nature, Scope, Strategy framework, Difference between product and services, Evolution of production and operations management

Unit 2: Product Planning & Process design

Integrated product development, Process strategy, process matrix, Process design in Services, Product Design and Service Design.

Unit 3: Overview of Supply Chain:

Introduction to Supply Chain Management, Push and Pull Strategies, Significance, Bullwhip Effect, Role of supply chain in modern organization

Unit 4: Inventory management

WIP, EOQ Model, ABC Classification, Forecasting and its different methods, Capacity Planning.

Unit 5: Managing Productivity and Quality

Productivity, Quality and Managing Operations Total quality management, Statistical quality control, Managing Operations: Types of maintenance system, Breakdown and preventive value chain, Purchasing, Vendor selection, Enterprise Resource Planning.

Learning Outcome Upon completion of this course, students will be able to

- Differentiate between Operation and Production management.
- Identify the roles and responsibilities of operations managers.
- Assess the needs in any organization in context of operations as well as productions.
- Learn importance of functional areas of operation i.e. layout, location, inventory, quality, quantity, purchasing pattern etc.

Text book [TB]:

1. Chase, Aquilano and Jacobs, Production and Operations Management, Tata McGraw- Hill (2017)

Reference books [RB]::

1. Russell, R. S. and Taylor III, B. W., Operations Management, Pearson Education (2006).
2. Lee J. Krajewski & Larry P. Ritzman, Operations Management: Strategy and Analysis, Pearson Education (2006).

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB7350	Subject Title	Service Operation Management						
LTP	310	Credit	3.5	Subject Category	DE	Year	2018-20	Semester	IV/V

Course Objective:

1. To increase students' understanding of the nature and importance of the service sector in the Indian economy and in other countries.
2. To aid students in effective decision making in the management of a service organization.
3. Students should be able to understand the decision-making process in both domestic and international service organizations.

Course Pre/Co- requisite (if any) :

Detailed Syllabus

UNIT 1: Introduction to Service and Service operations

Services characteristics and their implications, Operation Management basics and Classification of services and analyzing service operations, Service strategies.

UNIT 2: Design issues in services

Service design systems, Service delivery process, Technology in services for automation, Service encounters, managing human resource in services

UNIT 3: Managing Service Quality

Service Quality- definition and meaning, managing quality through service design, Service Process Control, TQM in services, Service recovery strategies

UNIT 4: Service Facility Design and Location

Designing service facility, Process Analysis, Service Location Factors and models,

UNIT 5: Managing Demand and Service Capacity

Service Demand Forecasting, Service capacity Management, Yield management, Scheduling of Resources, Waiting line and Queuing Models, Managing Service Inventory and service Supply Chain.

Learning Outcome After the completion of the course the students will be able to:

- Understand how services related operations are different from that of physical goods operations
- Understand devise strategies for service operations management

Text book [TB]:

- Arun Monappa, Ranjeet Nambudiri & Patturaja Selevraj, Industrial Relations & labour Laws, Tata McGraw-Hill, Second Edition, 2012, New Delhi.

Reference books [RB]::

- Industrial Relations in India and Workers involvement in Management- Michael, V

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB7360	Subject Title	Inventory Management						
LTP	310	Credit	3.5	Subject Category	DE	Year	2018-20	Semester	IV/V

Course Objective:

1. The Programme in Inventory Management is a practical programme that deals with inventory optimization and the effect inventory levels have on organizational profitability.
2. The use and benefit of computerized inventory control techniques are elaborated on.

Unit 1: Inventory Management Basics

Inventory concept; types of inventory, functions; Strategic Inventory Management: customer satisfaction and Competitive Advantage

Unit 2: Inventory Systems

Two bin inventory system, Production planning and inventory management, Material management, Material planning and handling, purchasing function, Material Requirement Planning

Unit 3: Inventory Control Techniques

Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination, Strategies to: Reduce throughput time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations

Unit 4: Inventory Models

Assumptions of Basic EOQ model, sensitivity analysis, Economic production quantity (EPQ), the exchange curve, Wagner-Whitin method, Heuristic approach for a variable demand pattern

Unit 5: Managing special class items

Management of special class items, coordinated replenishment: Single stocking location, selection of replenishment quantities

Learning Outcome After the completion of this course students shall be able to-

- Shared a common understanding on how performance management systems can be effectively utilized to raise the performance of individuals and teams.
- Enhanced their skills in setting clear expectations and objectively measuring individual performance using objectives and competencies as key measures

Text book [TB]:

1. Inventory management and production planning and scheduling-Edward A. Silver, David F. Pyke and Rein Peterson, Third edition John Wiley & Sons.

Reference books [RB]:

1. Production Planning And Inventory Control - Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington, Prentice Hall Of India Pvt Ltd,
2. Introduction To Materials Management, - J. R. Tony Arnold, Stephen N. Chapman - Prentice Hall
3. Production And Inventory Control - J H Greene, Homewood III: Richard D Irwin

Course Structure & Syllabus of MASTER OF BUSINESS ADMINISTRATION (MBA Trimester System) FMS, DITU, Applicable for Batch: 2019-2021

Subject Code	MB7370	Subject Title	Logistics and Warehouse Management						
LTP	310	Credit	3.5	Subject Category	DE	Year	2018-20	Semester	IV/V

Course Objective:

1. Developing an understanding of the key concepts applied in Logistics and Supply Chain Management
2. To develop skills for planning and designing the operational facilities of supply chain with the analytical and critical understanding.
3. To understand how logistics play an important role in redefining value chain excellence of firm (Porter value chain model).
4. To understand how logistics play an important role in the supply chain of a company

UNIT 1: Introduction to Logistics Management

Logistics management – meaning, definition, scope and importance, types of logistics, role in economy, Logistics vs. supply chain management, logistics in India, Integrated logistics

UNIT 2: Supply chain Management

Supply chain Management – meaning and definition, importance in current business context, Function and contribution, leveraging supply chain partners

UNIT 3: Demand forecasting & Inventory Management

Demand forecasting – importance and techniques, material handling, material storage systems,

UNIT 4: Introduction to Warehouse Management

Warehouse- meaning, propose, importance, evolution of warehousing, types of warehouse, warehousing cost, strategies, and warehouse management systems,

UNIT 5: Storehouse operations and control

Meaning, purpose and scope, Daily activities, Organizing, location and layout decisions, store housekeeping and storehouse systems, Logistical packaging

Learning Outcome At the end of this course students shall be able to

- Analyze how logistical decisions (e.g., facilities, inventory, and transportation) impact the performance of the firm as well as the entire supply chain.
- Analyze the strengths and weaknesses of various transportation modes and perform cost analysis
- Develop the strategies that can be taken to manage inventories, including deciding the timing and quantity for replenishments without hurting the level of product availability..

Text book [TB]:

Fitzsimmons, James A., and Mona J. Fitzsimmons, Service Management: Operations, Strategy, and Information Technology, 6th Ed., Irwin/McGraw-Hill, 2007.

Reference books [RB]::

1. Haksever, Render B., Russel S. R. and Murdick R. G., Service Management and operations, 2nd Ed., Prentice Hall, 2007.