St. Xavier's University, Kolkata
Xavier Business School

MBA (Executive)
Electives of Financial Management
Semester III

Paper Code	Titles	Credit
MBE3011T	Investment Analysis and Portfolio Management	4
MBE3021T	Taxation	4
MBE3031T	Financial Statement Analysis and Reporting	4
MBE3041T	Corporate Restructuring and Valuation	4
MBE3051T	Project Management & Appraisal	4
MBE3061T	Financial Modelling Using Excel	4

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Semester III

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT (MBE3011T)

Unit 1 : Financial Sector Environment and the Macroeconomics of Finance: Relationship between the financial sector and the real sector. The decision to save and allocation of savings. Importance of financial literacy. Setting financial goals.

Unit 2 : Securities Markets, Players and Instruments: Introduction to various financial assets. The Indian financial system and the different players. The relation between the capital market and the money market and the significance of each market.

Unit 3 : Risk and Return: Definition of return and risk. The trade-off between risk and return. The capital market line. The security market line. Significance of Beta and Alpha. The Capital Asset Pricing Model and the significance of required rate of return.

Unit 4 : Valuation of Equity: Difference between price and value of a share. The significance of the P/E ratio and P/BVPS. The dividend discount model.

Unit 5 : Valuation of Debt: Defining a debt instrument. Coupon rate, rate of interest, hurdle rate, yield to maturity, holding period yield. Duration and convexity.

Unit 6 : Futures and Options: Brief description of futures markets and commodity futures, index futures and forex futures. Introduction to options.

Unit 7 : Mutual Funds: What is a mutual fund? Why invest in a mutual fund? Various types of mutual funds? Equity, debt, balanced, hybrid, thematic and money market mutual funds. NAV analysis and performance of mutual funds.

Unit 8 : Portfolio Selection and Measuring Portfolio Performance: Methods and criteria of portfolio selection. The steps in portfolio formation and rebalancing. Sharpe ratio and Treynor ratio.

Unit 9 : Fundamental Analysis - Economic, Industry and Company Analysis: The importance of fundamental analysis. The different ways of looking at various sectors of an economy. The macroeconomics of different sectors. Industry analysis in terms of growth potential. Ratio analysis of companies to understand their fundamentals and performance over time.

Unit 10 : Technical Analysis: Fundamental analysis vs. technical analysis. Charts and patterns. Support, resistance, head and shoulders, moving average, momentum. Fibonacci fan, % retracement, regression line etc. MACD, RSI, Stochastics, Mesa Sine Wave, Bollinger band etc.

Unit 11 : Efficient Market Hypothesis: The meaning of efficient markets. Weakly efficient markets.

Unit 12 : Case discussion: Short Case-study discussions

Suggested Readings :

1. Security Analysis and Portfolio Management, Ranganatham and Madhumati, Pearson.
2. Security Analysis and Portfolio Management, Fischer, Jordan and Pradhan, Pearson.
3. Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing.

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TAXATION (MBE3021T)

Unit 1 : Introduction: Basic Concepts, Residential Status, Computation of ROR, RBNOR and NR and Incidence of Taxation.

Unit 2 : Computation of Income from Salary: Gratuity, Pension, Leave Salary, Allowances, Perquisites etc.

Unit 3 : Computation of Income from House-property: Let-out property, Self-occupied, Unrealized rent and Arrear rent

Unit 4 : PGBP: Depreciation, Scientific Research and Bad-debt recovery, admissible and inadmissible deductions and other specific provisions

Unit 5 : Problems on Capital Gains: Chargeability (Sec 45), Transactions not regarded as transfer (Sec 47), Mode of computation (Sec 48), Cost with reference to certain modes of acquisition (Sec-49), exemptions (Sec 54 to 54F), Other provisions

Unit 6 : Income from other sources

Unit 7 : Computation of Total Income, Deductions (Sec 80C to 80U), Return of Income, TDS, Tax Liability

Unit 8 : Clubbing of income, Set-off and carry forward of losses

Unit 9 : Overview of Indirect Tax and need of tax planning: Transition from excise, VAT, Customs to Goods and Services Tax (GST).

Unit 10 : GST Law: supply, taxability, valuation of transactions, registration of companies, returns and compliance management.

Unit 11 : GST: Valuation principles, Input tax credit and tax management

Unit 12 : Impact of GST on specific industrial sectors

Suggested Readings :

1. Indirect Taxes: Law and Practice, V.S. Datey, Taxmann Publications.
2. Direct Taxes: Law and Practice, Singhania and Singhania, Taxmann Publications.
3. Practical Approach to Direct and Indirect Tax, Gupta and Ahuja, Wolters Kluwer publications.

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Semester III
FINANCIAL STATEMENT ANALYSIS AND REPORTING(MBE3031T)

Unit 1 : Understanding Financial Statements: Types of financial statements (common size, comparative, trend analysis), Understanding Income Statement, Balance Sheet, Cash Flow Statement, Detailed Components of Annual Reports Overview of Ind AS

Unit 2 : Ratio Analysis

Unit 3 : Cash Flow Analysis

Unit 4 : Revenue Recognition: Understanding Conservative, Aggressive Revenue Recognition Policy and Differentiate with Earnings Manipulations

Unit 5 : Credit Rating: Fundamentals of Credit Rating, Methodology of Credit Rating, Credit Rating Agencies, Websites of Rating Agencies CRISIL, ICRA, CARE etc.

Unit 6 : Financial Statement Analysis for Lending and Investment Decisions

Unit 7 : Read Between the Lines of: Management Discussion & Analysis (MDA), Corporate Governance Report, Auditor's Report etc., Directors' Report

Suggested Readings :

1. Charles, H. Gibson, *Financial Statement Analysis*, Cengage Learnings India, 13th Edition
2. Business Analysis and Valuation Using Financial Statements, Palepu, Healy and Bernard, Cengage Publishing

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Semester III
CORPORATE RESTRUCTURING AND VALUATION(MBE3041T)

Unit 1 : Introduction: Corporate Restructuring: Concept and Form: Merger, Consolidation, Acquisition, Divestiture, Demerger, Carve out, Joint venture, Delisting of Securities, M&A as a Growth Strategy, Takeover and Defence Tactics, Funding of Acquisition, LBO and MBO. [5 sessions]

Unit 2 : Growth strategy and Merger & Acquisition: Growth strategy: Intensive, integrative and Diversification growth, Theory of M&A: Monopoly theory, Efficiency Theory, Valuation theory, Raider Theory and Empire Building Theory, Case study. [6 sessions]

Unit 3 : Takeover and Defence Tactics: Friendly Vs Hostile Takeover, Takeover Tactics: Dawn Raid, Bear hug, Saturday night special, proxy fight, Successful Takeover Tactics in India - Defence Tactics: Crown jewels, blank cheque, Shark repellents, Poison pill and put, people pill, Green nail and buy-back as takeover defence tactic - Intents of Target Companies. [6sessions]

Unit 4 : Legal aspect: Companies Act, 1956. SEBI (Buy -back of Securities) Regulation, 1998, SEBI (Substantial Acquisition of Shares and Takeover) Regulation, 1997, SEBI (Delisting of Securities) Guidelines, 2003 and Listing Agreement clauses of NSE and BSE (40 A and 40

B) [6 sessions]

Unit 5 : Accounting and Taxation aspect: Methods of Accounting for M&A, Accounting for Demerger, Tax issues relating to M&A: Capital Gain, Carry forward and Set off Losses, Numerical Problems [9 sessions]

Unit 6 : Funding and Valuation: Payment Consideration, Sources of Fund, LBO and Going Private. Valuation of Target Company: Concept of Value of a Company, Methods of Enterprise and Equity Valuation, Dividend Discount Model, DCF Model, Shareholder's Value Creation: MVA Approach and EVA Approach. [8 sessions]

Suggested Readings:

1. Nishikant Jha, "Mergers, Acquisitions and Corporate Restructuring", Himalaya Publishing House
2. Sudi Sudarshan, "Creating Value from Mergers and Acquisitions - The Challenges", Pearson
3. Damodaran, A., Investment Valuation: Tools & Techniques for determining the value of any asset, Wiley
4. Palepu, Healy, Bernard, "Business Analysis & Valuation", Cengage Learning
5. Arzac, E.R., Valuation for Mergers, Buyouts and Restructuring, Wiley

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Semester III

PROJECT MANAGEMENT & APPRAISAL (MBE3051T)

Unit 1 : Project Planning: Overview of Project: Capital Investment- objective, Importance and types, facets of project analysis, key issues in major investment decision, Strategic planning and capital budgeting, Generation and Screening of Project Idea. [3 sessions]
Unit 2 : Project cash flows: Elements of cash flow stream, principles of cash flow estimation, FCFE & FCFF valuation, cash flow for a replacement project, biases in cash flow estimation. Case study [3 sessions]
Unit 3 : Project Risk Analysis: Sources, Measures and perspectives on Risk, Certainty equivalent and Risk Adjusted Discount Rate, Sensitivity, Scenario, BEP, Simulation, Decision Tree Analysis, Project selection under risk. Problems [12 sessions]
Unit 4 : Project Financing Decisions: Financing of Project: Equity / Ordinary Shares – Issue Procedures, Term Loans, Debentures / Bonds, methods of offering, Venture capital Financing, Project Financing structure, case study - Financing Infrastructure Projects - Venture Capital and Private Equity. [6 sessions]
Unit 5 : Project Implementation: Project Management: organization, planning and control, Network Development and Scheduling the Project: Determination of Critical path, PERT and CPM Model, Network Cost System, Practical Problems [10 sessions]
Unit 6 : Project Review and Social Cost Benefit: Post Audit, Abandonment Analysis and Agency Problems - Rational of SCBA, Saving and Income distribution impact analysis. [6 sessions]
Suggested Readings :

1. Prasanna Chandra, “Projects”, Tata McGraw Hill
2. Bhavesh Patel, “Project Management – Financial Evaluation with strategic planning, Networking and Control”, Vikas publishing
3. Samuel J. Mantel, Jack R. Meredith, Scott M. Shaffer, Margaret M. Sutton, & R. Gopalan, “Project Management”, Wiley India Publication
4. Timothy, D.R. and W.R. Sewell, “Project Appraisal and Review”, Macmillan, India
5. Gary, Larsen & Desai, “Project Management”, Tata McGraw Hill

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Financial Modelling Using Excel (MBE3061T)

Objective: Equip professionals with advanced Excel skills to build dynamic financial models for business valuation, investment analysis, and corporate decision-making.

Module 1: Excel Fundamentals for Financial Modeling (6 Hours)

Improving Your Excel Skills, The Basic Excel Features, Advanced Excel Features, Excel's Built-In Functions and Analysis Tools, Financial Functions, Logical Functions, Statistical Functions, Mathematical and Trigonometric Functions, Lookup and Reference Functions, Date and Time Functions, Text Functions, Information Functions and The Analysis Tool-Pack, Data validation, conditional formatting, and shortcuts.

Module 2: Discounted Cash Flow (DCF) Valuation (8 Hours)

Future and present values in Excel, Time Value of Money, Understanding WACC (Weighted Average Cost of Capital), Forecasting Free Cash Flows (FCF), Terminal value calculation (Perpetuity Growth vs. Exit Multiple), Sensitivity analysis using Data Tables & Scenario Manager

Module 3: Project Finance & Capital Budgeting (8 Hours)

NPV, IRR, Payback Period analysis, Scenario-based project evaluation, Calculating the rate of return of an investment with the IRR function in Excel, calculating a complete loan schedule in Excel.

Module 4: Introduction to Company Valuation (6 Hours)

An investor's perspective, Calculation Unlevered Free Cash Flow using Excel, Calculate Weighted Average Cost of Capital (WACC) using Excel Calculation of cost of debt using Excel, calculate cost of equity using excel, Forecasting a firm's financials, Terminal Value, Discounting cash flows

Module 5: Advanced Financial Modeling: Derivatives & Risk Analysis (4 Hours)

Simulating Stock Prices using Excel, Options and Option Portfolios, Binomial Option Pricing in Excel

Suggestive Readings:

1. Financial Modeling Using Excel and VBA by CHANDAN SENGUPTA John Wiley & Sons, Inc.
2. Financial Modeling by Simon Benninga (5th Ed.)
3. Principles of Financial Modelling" by Michael Rees
4. Using Excel for Business and Financial Modelling" by Danielle Stein Fairhurst
5. Investment Valuation" by Aswath Damodaran
6. The Five Rules for Successful Stock Investing" by Pat Dorsey
7. Financial Management" by Prasanna Chandra (10th Ed.)
8. Excel-Based Financial Market Analysis" by Keith Redhead
9. Financial Modeling in Excel for Dummies" by Danielle Stein Fairhurst
10. Power Excel with MrExcel" by Bill Jelen

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Paper Code	Titles	Credit
MBE3012T	Integrated Marketing Communication	4
MBE3022T	Consumer Behaviour	4
MBE3032T	Sales And Distribution Management	4
MBE3042T	Product And Brand Management	4
MBE3052T	Service Marketing	4
MBE3062T	Business To Business Marketing	4

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Semester III

Integrated Marketing Communication (MBE3012T)

Unit 1 : Introduction : Promotional mix elements; Integrated Marketing Communication approach; relationship of advertising with other and marketing mix elements and promotional mixes; history of advertising; Various forms of Advertising;

Unit 2 : Advertising Planning: Planning Process; steps- situation analysis; objective setting; budgeting; developing promotional strategies; implementation and control;

Advertising Objectives: Sales approach versus communication approach; DAGMAR approach; ***Advertising Budget***: Budgeting approaches - subjective methods; fixed guideline methods; objective & task method; allocation of budget

Unit 3 : Understanding the Foundations of advertising Design:

Communication process: Communication process; Communication models - traditional hierarchical response models; alternate response hierarchies; ELM model; FCB; cognitive response model;

Advertising and Brand Building: Brand value proposition and promoting desired image; corporate brands

Unit 4 : Designing an advertisement:

Message Strategies: cognitive; affective; conative; and brand strategies; means-end theory; leverage points;

Creative strategy: message structure; message appeals- rational; emotional; scarce; message source- credibility; attractiveness; power; executional frameworks;

Creative tactics for print and audio-visual media - copywriting; body copy; headlines; layout; visuals; Slogans; logos; signatures; storyboards;

Media Strategiy : Media planning process; media mix; coverage; reach frequency; impact; scheduling; different types of media – television; radio; print; outdoor; internet; characteristic features; advantages and limitations; factors influencing choice of media

Unit 5 : Advertising Industry : Advertisers; Advertising Agencies; and Support Organizations; types of agencies; structure; role and functions of ad agencies; agency compensation and evaluation;

Advertising and Society: Social – social and cultural issues; Ethical – deceptive; offensive; economical- effect on consumer choice; competition; cost and prices; and Regulatory Aspects of Advertising –

ASCI.

Unit 6 : Sales Promotion: definition; reasons for rapid growth of Sales Promotion; objectives of Sales Promotion; Types of Sales Promotion; tools and techniques of Consumer and Trade Promotion, role of sales promotion in IMC Programme;

Unit 7 : Public Relations and Corporate Advertising: definition; new role of PR; objectives; tools and techniques of Public relations with merits and demerits; Corporate advertising- scope and types; role of PR in IMC Programme;

Unit 8 : Direct Marketing: definition; reasons for growth, objectives of direct marketing; tools and techniques of direct marketing; role of direct marketing in IMC Programme

Unit 9 : Evaluation of Promotional Effectiveness : reasons to measure effectiveness; what; when; where; how to test; Testing methods - pre-testing and post testing techniques to measure effectiveness of advertisements; essentials of effective measures; problems with current methods; measuring effectiveness of other promotions;

Suggested Readings :

1. G.E. Belch &M.A Belch, : Advertising & Promotion, TMH
2. K.E. Clow & D. Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson Education
3. Percy, Strategic Advertising Mgmt., OUP
4. J. Jethwaney & S. Jain, Advertising Management, OUP
5. W.Wells, J.Brunett &S,Moriarty, Advertising, Pearson
6. David Ogilvy : Ogilvy on Advertising, Pan Books.
7. S H H Kazmi & S K Batra : Advertising & Sales Promotion, Excel Book.

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Electives of Marketing Management
Semester III

CONSUMER BEHAVIOUR(MBE3022T)

Unit 1 : Introduction: Meaning; nature and importance of Consumer Behaviour; understanding consumers and market segments; consumer analysis and business strategy

Unit 2 : Consumer as an Individual: Dynamics of Motivation; Needs; Need Arousal; Goals; Murray's List of Psychogenic Needs; Maslow's Hierarchy of Needs; A Trio of Needs; Measurement of Motives;

Unit 3 : Personality and Consumer Behavior: Nature and Theories of Personality; Freudian, Neo- Freudian, Trait Theory of Personality; Consumer Innovators and Innovativeness; Dogmatism; Inner- versus Other-Directedness; Need for Uniqueness; Optimum Stimulation Level; Sensation Seeking; Variety and Novelty Seeking; Need for Cognition; Visualizers versus Verbalizers; Consumer Materialism; Fixated Consumption; Compulsive Consumption; Consumer Ethnocentrism; Personality and Color; Self and Self-Image

Unit 4 : Consumer Perception: Elements of Perception; Sensory Input; Absolute and Differential Threshold; Perceptual Selection, Organization, Interpretation; Perceived Quality; Perceived Risk; Consumer Imagery

Unit 5 : Consumer Learning: Elements of Consumer Learning; Motives, Cues, Responses, Reinforcement; Classical Conditioning; Instrumental Conditioning; Observational Learning; Information Processing; Cognitive Learning; Outcomes and Measures of Consumer Learning

Unit 6 : Consumer Attitude Formation and Change: Tri-Component Attitude Model; Multi- Attribute Attitude Models; Attitude-Toward-Behavior Model; Theory of Reasoned Action; Theory of Trying-to-Consume; Attitude-Toward-the-Ad Model; The Utilitarian Function; The Ego-Defensive Function; The Value-Expressive Function; The Knowledge Function; The Elaboration Likelihood Model; Assigning Causality and Attribution Theory; Self-Perception Attributions; Types of attributions

Unit 7 : Socio- Cultural Settings of Consumers: Family and Its Social Standing; Family Decision- Making and Consumption-Related Roles; Family Life Cycle; Nontraditional Families and Non-Family Households; Reference Groups; Types of Reference Groups and their influence on products and brands; Social Standing and Consumer Behavior; Characteristics of Social Classes; Influence of Culture; Subcultures; Nationality and

Ethnicity; Religious Subcultures; Regional Subcultures; Generation; Gender; Cross-Cultural Consumer Behavior

Unit 8 : Consumer Decision-making and Consumer Research : Consumer Decision-Making Model; Decision-Making Input; Decision-Making Process; models of consumer decision- making: traditional; behavioural economics; and contemporary (Howard and Sheth Model; Nicosia Model; Engle and Blackwell Model); input; process and output model; Gifting Behavior; Diffusion and Adoption of Innovations; Types of Innovations; The Adoption Process

Suggested Readings :

1. Leon G. Schiffman & Leslies Lazer Kankuk: Consumer Behaviour (Edition 6th) PHI – New Delhi
2. Loudon & Bitta: Consumer Behaviour, McGraw Hill International, 2000
3. Glenn Walters and Blaise J. Bergiel: Consumer Behaviour, South Western Publishing Company, 1989.
4. S Sengupta, Brand positioning,
5. Chowdhury, Successful Branding, University Press

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Electives of Marketing Management
Semester III
Sales And Distribution Management (MBE3032T)

Unit 1 : Introduction: Concept; Objectives and Functions of Sales Management; Evolution of Sales Department; Nature and Scope of Personal Selling and Sales Management; Duties; Responsibilities; Functions of a Sales Manager

Unit 2 : Personal Selling: Types of Selling situations; Buyer-seller dyad; Theories of selling; Steps of Selling process; Salesmanship; Product and customer knowledge; Types of objections; Negotiation; When and How to Negotiate.

Unit 3 : Sales Organization: Setting up Sales organization; Different models of Sales Organization;Factors determining Sales organization structure; Problems associated with structuring the sales organization; Modifications of Sales Organization.

Unit 4 : Sales Planning : Importance of Sales Planning; Sales objectives; Strategies; Sales Forecasting; Sales Territories; procedure for designing sales territories; assigning territories; Sales Quotas ; importance;

procedure; types and method of establishing Quotas; Sales budget;

Unit 5 : Sales Force Management and Sales Control: Sales Force Planning; Recruitment and selection; Training and Development; Placement and Induction; Motivating Sales Force; Leading the Sales Force; Compensation and Promotion Policies. Analysis of Sales Volume; Costs and Profitability; Managing expenses of sales personnel; Evaluating Sales Force Performance.

Unit 6 : Introduction to Distribution Management: Marketing Channel structure; functions and advantages; types of channel intermediaries – wholesalers; distributors; stockiest; sales agents; brokers; franchisers; C&F agents; and retailers.

Unit 7 : Channel Design and Management: channel objectives & constraints; identification; evaluation and selection of channel alternatives; channel management and control – recruiting and selecting channel members; motivating; evaluating channel arrangements , conflict management

Unit 8 : Physical Distribution & Logistics: goals; function; processing; warehousing; inventory & transportation.

Suggested Readings :

1. Cundiff, Still & Govoni : Sales Management – Decision, Strategies & Cases – PHI.
2. Johnson, Kurtz & Scheuing : Sales Management Concept, Practices & Cases – McGraw Hill.
3. Sahadev, Sales & Distribution Management, OUP
4. K.K.Havaldar & V.M.Kavale, Sales and Distribution management, TMH
5. R.L.Spiro, W.J.Stanton & G.A.Rich, Management of Sales Force, Tata-McGraw Hill.
6. Anderson, Hair and Bush, Professional Sales Management, McGraw Hill.

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Semester III

PRODUCT AND BRAND MANAGEMENT (MBE3042T)

Unit 1 : Introduction to Product management: Introduction; The Product in Economic Theory; Product Differentiation; The Product Life-Cycle Concept; New-Product Development Process; Product roadmap; steps in creating product roadmap; beta programme.

Unit 2 : Product Marketing Strategy and Policy: Selecting a Marketing Strategy; Market Segmentation; Measuring Consumer Difference; Product

Launches; Goals; Types of Launches; Launch Strategy; Elements of a Successful Launch; Planning; Communication; Timing; Effective Marketing Mix; Contents Compelling Messaging; Budget to Achieve Goals; Review Programs

Unit 3 : Product Commercialization: Concept Testing; Product Testing; Test Marketing; Launching New Products; Product Retrial

Unit 4 : Introduction to Brand management: Brand concepts; reasons for branding; Branding challenges and opportunities; applications of branding; Concepts of Brand Personality; Brand Image; Brand identity Model; Brand Equity; Brand Essence, Brand Prism

Unit 5 : Building the brand: Designing marketing programmes; Integrated marketing communications; measuring brand performance; brand positioning; positioning guidelines; defining brand values

Unit 6 : Growing and sustaining the brand: Branding strategies to build brand equity; Brand extensions; Reinforcing and revitalizing brands; repositioning; global branding

Suggested Readings :

1. Managing Brand Equity: David A. Aaker
2. Strategic Brand Management: Kevn Lane Keller
3. Product Policy and Management: Michael J. Baker, Ronald McTavish; Macmillan Press
4. Expert Product Management, Brian Lawley
5. Product Management in India: Ramanuj Majumder
6. Brand Positioning: Strategies for Competitive Advantage: Subroto Sengupta

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Semester III

SERVICE MARKETING(MBE3052T)

Unit 1 : Service Marketing : Introduction to need and scope of service marketing, reasons for growth of services, contribution to economy, different types of service sectors – traditional and new, trends in service sector, impact of technology on different service sectors, Service Concept : Definition, characteristics of services, tangibility spectrum, evaluation properties- search, experience, and credence properties, marketing mix for services - product, price, place, promotion, physical evidence, people & process..

Unit 2 : Creating the service product : creating service product, customer value hierarchy, flower of service, service product mix, new service development, branding service products, Integrated service marketing communications : Promotional mix elements, challenges of service communication, strategies to promises with delivery, branding and communication,

Unit 3 : Pricing of services : Foundations of pricing, how service prices are different, approaches to pricing, value-definitions based pricing strategies, putting service price into practice. Distributing services : distribution in service context, direct channels, franchising, agents and brokers, electronic channels, strategies for effective delivery.

Unit 4 : Designing and managing service process : designing service delivery system, service blue printing, quality function deployment, customer as co-producer, Planning the service environment : physical evidence, servicescapes, types and role of servicescapes, customer response to environment, guidelines for servicescape strategies, Managing People : critical importance of service employees, problems and difficulties of boundary-spanning roles, strategies for delivering service quality through people, service leadership and culture

Unit 5 : Consumer behaviour in Service Marketing : Service Experience- moments of truth, customer needs, expectations, perceptions, zone of tolerance, customer satisfaction, understanding the differences among customers, purchase process Service quality and productivity : service quality, Integrated gap model- to identify and correct quality problems, measuring and improving service quality, defining and measuring service productivity, improving productivity

Unit 6 : Applications of service strategies in different service sectors like banking, insurance, hospitality, health care, educational and professional,

logistics, entertainment etc.

Suggested Readings :

1. G. Apte, Service Marketing, OUP
2. V.A. Zeithaml & M J Bitner : Service Marketing, Tata McGraw Hill.
3. C. Lovelock, J. Wirtz & J. Chatterjee, Services Marketing, Pearson Education
4. K.R.M. Rao, Services Marketing, Pearson Education
5. C. Gronroos, Services management and marketing, Wiley
6. C. Haksever, B. Render, R. Russel, R. Murdick, Service management and Operations, Pearson Education
7. J A Fitzsimmons & M J Fitzsimmons : Service Management, McGraw Hill.
8. Ravi Shanker, Service Marketing, Excel

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Electives of Marketing Management
Semester III

BUSINESS TO BUSINESS MARKETING (MBE3062T)

Unit 1 : Overview : Perspective on the organization buyer; Nature of Industrial Marketing; Industrial Marketing Vs. Consumer Marketing; difference between B2B and B2C offerings. Relational approach to Industrial Marketing- The Nature of Industrial Demand & Industrial Customer ; Types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub- Assemblies; Operating Supplies; Standardized and Non-standardized parts; Industrial services.

Unit 2 : Dimensions of Organizational Buying. Organizational customer - Buying behavior; Environmental & organizational Influences; The Buy Grid Model; Buy phases; Buying decision making; Processes and procedures Buying Roles; buying center concept; Inter Personal Dynamics of Industrial Buying Behavior; Roles of Buying Centre; Conflict Resolution in Decision Making; Ethics in Purchasing

Unit 3 : Business Marketing Intelligences: Segmenting the organizational Market; Organizational Demand Analysis: demand measurement techniques; Measuring Market Potential and Sales Forecasting. Measuring customer values and creating value for the customer; Value Analysis and measurement

Unit 4 : Channel Management: Main Distribution Channels; Aspects of Contractual Arrangements; Advantages and Disadvantages of the Use of Middlemen; Factors in Channel Choice; Selling to Middlemen; Physical Distribution; Distribution Effectiveness Analysis

Unit 5 : Pricing: The Simple Pricing Models; Pricing Objectives; Industry Pricing Process; Price Monitoring; The Use of Probability in Pricing; Legislation and Pricing; Export Pricing;

Unit 6 : Sales Promotion Influencing the Buyer; Personal Selling; The COMPACT Model; Advertising; Other Forms of Sales Promotion; The Co-ordination of Promotion; **Direct Marketing Strategies; CRM**

Suggested Readings :

1. Hill, Alexander & Scron: Industrial Marketing, All India Traveller Book Seller, New Delhi
2. Fredrick E Webster & Toram Wid: Organizational Buying, NJ Prentice Hall.
3. Robinson, Faris and Wind: Industrial Buying and Marketing, Allyn and Bacon, Boston
4. Industrial Marketing – P K Ghosh
5. Industrial Marketing – Hawaldar
6. Alexander, R.S. Cross, J.S. & Hill, M.: Industrial Marketing, Richard Irwin, Homewood, Illincies.

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Electives of Human Resource Management
Semester III

Paper Code	Titles	Credit
MBE3013T	Manpower Planning, Recruitment And Selection	4
MBE3023T	Managing Diversity And Inclusions	4
MBE3033T	Industrial Relations And Labour Laws	4
MBE3043T	Training And Development	4
MBE3053T	Performance Management System	4
MBE3063T	Compensation And Benefits Management	4

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Electives of Human Resource Management
Semester III
MANPOWER PLANNING, RECRUITMENT AND SELECTION (MBE3013T)

Unit 1 : Introduction to Human Resource Planning (HRP): Defining HRP; Responsibilities of the HR department; Objectives of HRP; Macro and Micro HRP..

Unit 2 : Productivity, Technology and HRP: Phase in the HRP Process; Time Scale of HRP; Wastage Analysis; HRP in Practice.

Unit 3 : Job Analysis and Job Evaluation: Job Description; Job Specification; Job Assessment; Work Measurement; Concept of Ergonomics; Ergonomics and Management.

Unit 4 : Recruitment: Recruitment function; Internal and External Recruitment; Phases in a Recruitment Process; Defining Attitude; Attitude Survey.

Unit 5 : Selection: Steps in the Selection Process; Application Banks; Selection Tests; Selection Practices of Global Giants; Selection Interview; Strategic Employment Interviews; Model Appointment Order.

Unit 6 : Placement, Induction and Internal Mobility: Steps in an Induction Process; Transfers – Purposes, Types, Benefits, Problems; Promotions – Purposes and Bases; Demotions; Separations; Induction in Leading Corporations.

Unit 7 : HR Accounting (HRA) and Audit: Concept and Approaches of HRA; Modern Day Implications of HRD Audit.

Unit 8 : Case Study and Practical Implications

Suggested Readings :

1. Human Resource Planning by Dipak K. Bhattacharyya, Excel Books, New Delhi, 2002
2. Human Resource Management by V. S. P. Rao, Excel Books, New Delhi, 2002

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MANAGING DIVERSITY AND INCLUSIONS(MBE3023T)

1. **Introduction Workplace Diversity and Inclusion :** Meaning of Diversity and Inclusion at Work, Overview of Workplace Diversity and Inclusion
2. **Workplace Diversity:** Issues concerning Gender, Age and Generation : Gender and Workplace Diversity, Age and Workplace Diversity, Generation and Workplace Diversity
3. **Workplace Diversity: Issues concerning Social Class, Culture and Race :** Social Class and Workplace Diversity, Culture and Workplace Diversity, Race and Workplace Diversity
4. **Workplace Diversity: Issues concerning Disabled Worker, LGBT and HIV / AIDS :** Disabled Worker and Workplace Diversity, LGBT and Workplace Diversity, HIV / AIDS and Workplace Diversity.
5. **Management and Leadership in Workplace Diversity and Inclusion :** Art of Management in handling Workplace Diversity and Inclusion, Leadership in Managing Inclusion**.**
6. **New Paradigms in Workplace Diversity and Strategies for Inclusion :** Concepts, Implications, Roadmap.

Suggested Readings

1. Betchoo, Nirmal Kumar (2015), *Managing Workplace Diversity: A Contemporary Context,* (First edition), bookboon.com.

Harvard Business School Press Pocket Mentor - *Managing Diversity: Expert Solutions to Everyday Challenges,* Harvard Business Press, BookChor

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Semester III

Industrial Relations and Labour Laws(MBE3033T)

1. **Introduction to Industrial Relations (IR)** : Industrial Relations – Concept and Perspectives Approaches to IR,
2. **Trade Unions :** Concept, Purpose, Functions and Structure of Trade Unions, Trade union movement in India
3. **Industrial Disputes and its settlement :** Industrial Disputes Grievances Prevention Machinery for Settlement
4. **Employee Participation in Management (EPM) :** Elements; Objectives; Levels; Forms; Pre-requisites; PracticesManagement Strategy in Collective Bargaining.
5. **Industrial Relations in Public and Private Sectors :** Analysis, Features, Managing Human Capital, State Interventions and informal unorganized sector
6. **Labour and Labour Market :** Meaning, definitions, types, forms and characteristics. Features, Demand and Supply of Labour
7. **Labour Legislations in India :** Concept, meaning, objectives, forms, and Classification, Social Justice and Labour Legislation
8. **Labour Administration in India and ILO :** Labour Administration; Meaning, Purpose, Indian Context, Labour Policy
9. **Labour Welfare and Measures :** Concept, Scope, Types, Theories and Principles
10. **Case Presentations** : Case Analysis

Suggested Readings

1. Dynamics of Industrial Relations by Mamoria, Mamoria & Gankar, Himalaya Publishing House, 2006.
2. Industrial Relations: Concepts and Legal Framework by A. M. Sarma, Himalaya Publishing House, 2007.
3. Industrial Relations: Trade Unions & Labor Legislations by Sinha, Sinha & Shekhar, Pearson, 2013.
4. P.L. Malik, Industrial Law, Eastern Book Company, New Delhi, 2011
5. N. D. Kapoor; Handbook of Industrial Laws; Sultan Chand
6. H. K. Saha Roy; Industrial &Amp; Labour Laws
7. C.S. Venkata Ratnam, Globalization and Labour-Management
8. Relations Dynamics of Change, Response Books,2001

Electives of Human Resource Management
Semester III

TRAINING AND DEVELOPMENT (MBE3043T)

Unit 1 : **Introduction to Employee Training and Development Labor in India:** Meaning; Forces Influencing Working and Learning; Snapshots of Training Practices.

Unit 2 : **Strategic Training Interventions:** Evolution; Process; Factors influencing Training; Models of Organizing the Training Department.

Unit 3 : **Training Needs Assessment (TNA):** Concept; Methods; Process; Scope of Needs Assessment.

Unit 4 : **Learning Approaches and Program Design:** Meaning of Learning; Learning Theories; Learning Process; Learning Outcomes.

Unit 5 : **Transfer of Training:** Training Design; Factors influencing Transfer.

Unit 6 : **Training Methods:** Traditional Training Methods; E-LEARNING; Technology based Training.

Unit 7 : **Training Evaluation:** Reasons for Evaluation; Evaluation Process; Evaluation Practices; Evaluation Design.

Unit 8 : **Employee Development:** Meaning; Approaches; Process; Strategies.

Unit 9 : **Special Issues in Training and Development:** Issues based on External Environment and Internal Needs of the Enterprise; Career Management.

Suggested Readings :

1. Employee Training and Development by Raymond A. Noe & A. D. Kodwani, Tata McGraw-Hill, 2012.
2. Enriching Human Capital through Training and Development by P. L. Rao, Excel Books, 2008.
3. Training and Development: HRD Solutions for Excellence by G. Pandu Naik, Excel Books, 2007.

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Semester III

PERFORMANCE MANAGEMENT SYSTEM (MBE3053T)

Unit 1 : Introduction to Performance Management: Meaning; Concept; Perspectives; Pre-requisites; Philosophy; Characteristics; Objectives; Principles; Performance Management Models; Benefits of Performance Management Systems (PMS).

Unit 2 : Overview of PMS: Components; Conceptual Framework; Standards of Performance; Model Performance Appraisal Forms.

Unit 3 : Performance Appraisals and Counseling: Approaches to Appraisals; Process Design; Concepts, Methods of Appraisal; Common Rating Errors; Pitfalls of Performance Appraisal; Meaning and Principles of Performance Counseling.

Unit 4 : Performance Planning: Goal Setting; Performance Criteria; Methods of Performance Planning; Barriers; Competency Mapping.

Unit 5 : Performance Monitoring: Meaning; Characteristics; Performance Monitoring Plan (PMP); Performance Monitoring Process; Performance Improvement Model.

Unit 6 : Measuring and Rating Performance: Understanding Measurement; Integrated PMS; Balanced Scorecard Approach to Performance Measurement; Assessment Centers.

Unit 7 : Rewards for Employee Performance: Contingency Pay; Performance-related Pay (PRP); Competency-related Pay (CRP); Team-based Pay (TBP); Rewards other than Pay; Total Reward Strategy; Reward Principles.

Unit 8 : Ethics in Performance Management: Implications, Objectives and Significance of Ethics; Ethical Performance Management; Ethical Dilemmas; Code of Ethics in Performance Management; Context of MNCs.

Unit 9 : Cases and Discussion

Suggested Readings :

1. Performance Management by A. S. Kohli & T. Deb, Oxford University Press, 2008.
2. Essentials of Performance Management by Anjali Ghanekar, Everest Publishing House, 2010.

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Semester III

COMPENSATION AND BENEFITS MANAGEMENT (MBE3063T)

Unit 1 : Job Analysis and Job Evaluation: Meaning and Process; Information management for Job Analysis; Methods of Job Evaluation.

Unit 2 : Wage Concepts and Theories: Minimum Wage; Fair Wage; Living Wage; Money Wage; Real Wage; Wage Theories.

Unit 3 : Wage and Salary Administration: Approaches for Pay Determination; Pay Problems in Business; Need for a Formal Program; Management's Approach to Pay Problems.

Unit 4 : Wage Incentives: Classification of Incentives; Individual and Group Incentives; Principles for Installing Incentive Schemes; Recommendations of National Commission of Labor; Wage Incentive Systems; Improving Productivity; Linking Wages and Productivity.

Unit 5 : Wage Differentials: Meaning; Factors leading to Differentials in Wages; Types of Wage Differentials;

Unit 6 : Salary Structure: Components; Standard of Living & Dearness Allowance; General Allowances; Fringe Benefits.

Unit 7 : Wage Policy and Wage Fixation: Need for Wage Policy; Objectives of Wage Policy; National Wage Policy; Institutional Framework – Collective Bargaining, Statutory Wage Fixation, Wage Boards, Pay Commissions; Adjudication.

Unit 8 : Employee Compensation: Compensation Administration; Pay Survey; Executive Compensation Management.

Unit 9 : Wage Legislation: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976.

Suggested Readings :

1. Understanding Wage System by A. M. Sarma, Himalaya Publishing House, 2005.
2. Compensation by Milkovich & Newman, Tata McGraw-Hill, 2005

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Paper Code	Titles	Credit
MBE3014T	Decision Modelling	4
MBE3024T	Data Visualization and Business Intelligence	4
MBE3034T	Multivariate Analysis	4
MBE3044T	Data Mining	4
MBE3054T	Cognitive Analytics	4
MBE3064T	Data Warehousing and DBMS	4

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MBE3014T: DECISION MODELING

Unit 1: Decision Theory –Type of managerial decision, Classification of decision based on complexities, Decision making under certainty, Decision making under uncertainty, Decision under risk, Decision under conflict, Decision trees, Application of decision trees, Illustrative examples.

Unit2: Spreadsheet Modeling - Introduction to Spreadsheets, Formula Entry in Excel, Implementation of Control-Flow Statements, Creating Charts in Excel, Dashboard Development, Generating Tornado Diagrams, Pivot Tables and Charts, Lookup and Reference Functions, Customization of Toolbars and Menus, User-Defined Functions, Utilizing Auditing Tools

Unit 3: Linear programming – Principles of simplex method, Problems involving mixed constraints, special cases on simplex method, Degeneracy in linear programming, multiple optimal solution, un bounded solution, infeasibility, Dual Simplex method, Revised simplex method, goal programming, Meaning of sensitivity analysis, concept of shadow price and Reduced Cost, scarce and abundant resources. Illustrative examples.

Unit 4: Simulation – Introduction of simulation technique, Advantages of simulation, Limitation of simulation, Applications of simulation, Monte Carlo Simulation.

Suggested Readings :

1. Operation Research, Gupta and Hira
2. Spreadsheet Modeling & Decision Analysis, Cliff Ragsdale

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MBE3024T : DATA VISUALISATION AND BUSINES INTELLIGANCE

Unit1: Data Visualisation Overview - Importance of Data Visualisation for business ; Ingredients for Good Data Visualisation, Identify and recognize the different types of data attributes, Data-Ink and Chartjunk concepts

Unit 2: Data Visualisation Types - List the different plots: Bar charts, Scatter Plots, Maps, Bullet Graphs, Pie Charts, Donut Charts, Heat Maps, and Tables; Transform data from raw formats to visualization-suitable formats, Various tools supporting data visualisation; Identify the proper chart(s) and preattentive attributes

Unit 3: Dashboard in Tableau - Introduction to Tableau; different components of the Tableau main utilities: load a dataset file, data types, measures vs dimensions, how to visualize pairs of attributes, new combined attributes, Build a single plot using Tableau, Dashboard and its components; use the calculated field, parameter, control, filtering & table calculation concepts; Create an interactive dashboard using controls and using one control to change multiple plots in the dashboard; Interpret data from the Dashboard to take decision organizations

Unit 4: Communicating with Data - The Language of Data ; What is Data Communication; What makes an effective Data Communication; Examples of effective Data Communication

Unit 5: **Customer Persona** – What is Customer Persona; Why is it important; How do we create a customer persona; Examples of a Customer Persona from Marketing, Finance and HR perspective

Suggested Readings:

1. Information Graphics" by Sandra Rendgen, Julius Wiedemann
2. Storytelling With Data: A Data Visualization Guide for Business Professionals" by Cole Nussbaumer Knaflic

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MBE3034T : Multivariate Analysis

Unit 1: Overview of Multivariate Analysis: Variables, Measurement Scale, Measurement Error, Graphical representation of data, Outliers, Missing values, sample size, validity, reliability, Statistical Significance and Statistical power, Dummy variable, Type of statistical error, Important statistical Assumptions, Classification of multivariate techniques.

Unit 2: Multiple Linear Regression Analysis (MLR): Overview, Objectives of MLR, Design of a MLR, Assumptions of MLR, Outlier detection, Estimation of the model, Assessment of overall fit, Interpretation of regression model, Effect of multi-co linearity, heteroscedasticity, Inclusion of dummy variables, Validity of result, Step wise regression, Illustrative examples using R / SPSS.

Unit 3: Logistic Regression (LR): Objectives of LR, Comparison with linear regression, Applications in business, healthcare, and social sciences, Probability and Odds Ratio, Design of LR, Assumptions of LR, Estimation of LR model, Interpreting logistic regression coefficients, Assessment of overall fit, interpretation of the result, validation of the model, Miss-classification and Classification accuracy, Extension of logistic regression for multiple categories Illustrative examples using R

Unit 4: Time Series Forecasting (TS): Trend, Cyclical effect, Irregular or random effect, Seasonal effect, Auto Correlation, Moving Averages, Exponential Smoothing, Linear Trend Model, Quadratic Trend Model, Exponential Trend Model, Model Selection Using First, Second and Percentage Differences, Autoregressive Modeling for Trend Fitting and Forecasting, Time-Series Forecasting of Seasonal Data, Least-Squares Forecasting with Monthly or Quarterly Data. Illustrative examples using R / SPSS.

Suggested Readings:

Multivariate Data Analysis by Joseph F. Hair Jr, William C. Black, Barry J. Babin, Rolph E. Anderson. Pearson
Bowerman, B. L., R. T. O'Connell, and A. Koehler. Forecasting, Time Series, and Regression, 4th ed. Belmont, CA: Duxbury Press

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Electives of Business Analytics
Semester III

MBE3044T: DATA MINING

Unit 1: Introduction to Data Mining: Definition and significance of data mining,Key concepts: data, information, knowledge, Data mining process: preprocessing, modeling, evaluation, interpretation, Exploratory data analysis (EDA),Data cleaning and handling missing values, data reduction, data exploration, Data transformation and normalization, Dealing with categorical variables

Unit 2: Data mining algorithms: Supervised and Unsupervised Learning; Prediction and Classification, Bagging and Boosting, Prediction Vs Classification, Defining Bayesian networks, Linear Models and Nearest Neighbor

Unit 3: Principal Component Analysis (PCA) : Overview, Deriving Factors and overall fit, Choosing Factor model and number of factors, Interpretation of the factors, Validation of factors, Additional use of PCA results, Illustrative examples using R/ SPSS.

Unit 4: Cluster Analysis (CA) : Conceptual development, Objectives of CA, Assumptions of Design of CA, CA decision process, Employing k-means, hierarchical and DBSCAN methods, Deriving clusters, Assessment of overall result, Inter relationship between clusters, validation of clusters, illustrative examples using R

Unit 5 : Multiple Discriminant Analysis (DA): Objectives of DA, Design of DA, Assumptions of DA, Estimation of discriminant model, Assessment of overall fit, interpretation of the result, validation of the model, Miss-classification and Classification accuracy, Illustrative examples using R

Suggested Reading :

Data Mining: Concepts and Techniques, 3rd Edition
Jiawei Han, Micheline Kamber and Jian Pei**ISBN 978-0123814791**

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Semester III

MBE3054T: COGNITIVE ANALYTICS

Unit1: **Web Analytics Overview :** Introduction to Social Media, Social media landscape, Social Media Analytics & its need, Web & social media (websites, web apps , mobile apps & social media), Application of WA in different social media platforms

Unit 2: **Web metric:** Hits, Page views, visits, unique page views, Bounce, Bounce rate & its improvement, Average time on site, Real time report, traffic source report, custom campaigns, content report, Random graphs & network evolution, Social Context: Affiliation & Identity, On-site web analytics, off-site web analytics

Unit 3: **Social media Analytics:** Introduction, parameters, demographics, Analyzing page audience: Reach and engagement, Social Campaigns: Goals and evaluating outcomes, Measuring and analyzing social campaigns, Social Network Analysis like Instagram, twitter, LinkedIn, YouTube etc.

Unit 4: **Introduction to Text Analytics** : Natural language basics, Text Documents vs Formal DBMS, Processing and understanding text, Pattern Recognition, Text Summarization, Text similarity and Clustering , Text classification, Semantic and Sentiment analysis, Text Analytics Applications and Opportunities, text analytics in social media, text analytics in retail industry

Suggested Readings :

1. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik
2. Actionable Web Analytics: Using Data to Make Smart Business Decisions by by Jason Burby and Shane Atchison
3. Natural Language Processing in the Real WorldText Processing, Analytics, and Classification by Jyotika Singh

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Semester III

MBE3064T: Data warehousing and DBMS

Unit1: Introduction to Data Management: Definition and Importance of Data

Overview of Data Management in Business, Types of Database Systems, Role of DBMS in Business, Tables, Relationships, and Constraints, Purpose of Database Systems, View of Data , Data Abstraction, Instances and Schemas, the ER Model, Relational Model, Other Models

Unit 2 : Database Design and Normalization: Entity-Relationship Diagrams (ERD),

Database Design Process, Normal Forms (1NF to 3NF), Benefits and Challenges of Normalization, Multi-valued dependencies and Fourth normal form, Join dependencies design a database for a hypothetical business scenario

Unit 3: Database Management and Administration: ACID Properties, Locking Mechanisms,

Authentication and Authorization, Encryption and Access Controls, Database Backup Techniques, Point-in-Time Recovery, Security Mechanism: Authorization, Encryption, Concurrency control, Problem of concurrency control

Unit 4: Data Warehousing: Data warehousing Components, Purpose and Benefits, Building a Data warehouse, Data Warehouse Architecture, DBMS Schemas for Decision Support, Data Extraction, Cleanup, and Transformation Tools, Metadata, reporting, Query tools and Applications, Online Analytical Processing (OLAP), OLAP and Multidimensional Data Analysis, Query Optimization Techniques

Suggested Readings :

1. Fundamentals of Database Systems, Elmasri Navathe Pearson Education.
2. An Introduction to Database systems, C.J. Date, A.Kannan, S.Swami Nadhan, Pearson