

# Executive Master of Business Administration (MBA)

## FIRST YEAR

### Semester-1

S.No.	Subject	Internal Evaluation Scheme	End Semester Evaluation		Credit Structure
		(i) Assignment (40% Weightage) (ii) Attendance (10% Weightage)	End Semester Assessment (ESA) (50% weightage)	Presentati on on Minor Project	L+T+P
1.	Manufacturing System Analysis & Management	100 Marks	100 Marks		4+0+0=4
2.	Business Communication	100 Marks	100 Marks		4+0+0=4
3.	Corporate Finance	100 Marks	100 Marks		4+2+0=6
4.	Microeconomics for Managers	100 Marks	100 Marks		4+0+0=4
5.	People Management	100 Marks	100 Marks		4+0+0=4
6.	Quantitative Analysis for Managerial Applications	100 Marks	100 Marks		4+0+0=4
7.	Minor Project on Innovative ideas of Business			50 Marks	4+0+0=4
	<b>Total Credit</b>				<b>30</b>

**1 credit=15 hours**

## Semester-2

S.No.	Subject	Internal Evaluation Scheme	End Semester Evaluation		Credit Structure
		(i) Assignment (40% Weightage) (ii) Attendance (10% Weightage)	End Semester Assessment (ESA) (50% weightage)	Presentation on Minor Project	L+T+P
1.	Operation Management	100 Marks	100 Marks		4+0+0=4
2.	Financial Reporting & Analysis	100 Marks	100 Marks		4+0+0=4
3.	Marketing Management	100 Marks	100 Marks		4+0+0=4
4.	Data Science for Managerial Decisions	100 Marks	100 Marks		4+2+0=6
5.	Optimization & Decision Techniques	100 Marks	100 Marks		4+0+0=4
6.	Macroeconomics	100 Marks	100 Marks		4+0+0=4
7.	Minor Project on Emerging Technologies for Business			50 Marks	4+0+0=4
	<b>Total Credit</b>				<b>30 Credit</b>

# Executive Master of Business Administration (MBA)

## SECOND YEAR

### Semester-3

S.No.	Subject	Internal Evaluation Scheme	End Semester Evaluation		Credit Structure
		(i) Assignment (40% Weightage) (ii) Attendance (10% Weightage)	End Semester Assessment (ESA) (50% weightage)	Presentation on Project Report	L+T+P
1.	Business Research Methods	100 Marks	100 Marks		4+2+0=6
2.	Corporate Law	100 Marks	100 Marks		4+2+0=6
3.	International Business Management	100 Marks	100 Marks		4+2+0=6
4.	Business Leadership	100 Marks	100 Marks		4+0+0=4
5.	Elective-1 Major Specialization Group	100 Marks	100 Marks		4+0+0=4
6.	Elective-2 Major Specialization Group	100 Marks	100 Marks		4+0+0=4
	<b>Total Credit</b>				<b>30</b>

	<b>Live Industry Project/Case Analysis &amp; Reporting (After Completion of Third Semester)</b>				<b>4 Credit</b>
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## Semester-4

S.No.	Subject	Internal Evaluation Scheme	End Semester Evaluation		Credit Structure
		(i) Assignment (40% Weightage) (ii) Attendance (10% Weightage)	End Semester Assessment (ESA) (50% weightage)		L+T+P
1.	Strategic Management & Business Policy	100 Marks	100 Marks		4+0+0=4
2.	Innovation & Entrepreneurship	100 Marks	100 Marks		4+2+0=6
3.	Business Ethics & CSR	100 Marks	100 Marks		4+2+0=6
4.	Sustainability Management	100 Marks	100 Marks		4+2+0=6
5.	Elective- 4 Minor Specialization Group	100 Marks	100 Marks		4+0+0=4
6.	Elective-5 Minor Specialization Group	100 Marks	100 Marks		4+0+0=4
	<b>Total Credit</b>				<b>30</b>
	<b>Total Credit (Sem1+Sem2+Sem3+Sem4)</b>				<b>124 Credit</b>

# **Detailed Syllabus of Semester-1**

## **1. Manufacturing System Analysis & Management:**

- Introduction To Manufacturing Systems
- Materials requirements planning
- Concept of Planning and Organizing
- Material Flow Path Analysis In Manufacturing
- layout Of Manufacturing Systems
- Concept of Planning and Organizing
- Ethics and Corporate Social Responsibility

### **Suggested Readings:**

- 1.G.Halevi And R.D.Weill, “Principles of Process Planning”, Chapman and Hall, Madras 1995.
- 2.M.P.Groover, “Automatic Production System and Computer Integrated Manufacturing”, Prentice Hall, 1990.
3. Bary Hawkes, “CAD/CAM Processes”, 1990.
4. Evert E. Adams Jr and Donold J. Ebert, “Production and Operation Management”, Prentice Hall of India, 1994
- 5.S.N.Chary, “Production and Operations Management”, 3rd Edition, Tata McGraw Hill, New Delhi,1991.

## **2. Business Communication:**

- Communication: An Introduction
- Non-Verbal Communication
- Effective Communication
- Communication Network in an Organization
- Verbal Communication (Oral-Aural)
- Verbal Communication (Written)
- Communication as a Skill for Career Building
- Employment communication
- Group communication

### **Suggested Readings:**

1. Bovee&Thill – Business Communication Essentials A Skill – Based Approach to Vital Business English. Pearson.
2. Kulbhushan Kumar & R.S. Salaria, Effective Communication Skills, Khanna Publishing House, Delhi
3. Bisen&Priya – Business Communication (New Age International Publication)
4. Kalkar, Suryavanshi, Sengupta-Business Communication(Orient Blackswan)
5. Varinder Bhatia, Business Communications, Khanna Publishing House
6. Business Communication: Skill, Concepts And Applications – P D Chaturvedi, MukeshChaturvedi Pearson Education.
7. AshaKaul, Business Communication, Prentice Hall of India.

## **Corporate Finance:**

- Corporate Finance: An Introduction
- Time Value of Money
- Cost of Capital and Investment Decisions
- Financing Decisions
- Dividend Decisions
- Emerging Issues of Corporate Finance

### **Suggested Readings:**

1. Maheshwari S.N &Maheshwari S K – A text book of Accounting for Management (Vikas, 10<sup>th</sup> Edition)
2. Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI,3rd Ed)
3. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
4. PC Tulsian- Financial Accounting (Pearson, 2016)
5. Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).

### **3. Micro Economics for Managers:**

- Managerial Economics: Introduction,
- Circular Flow of in an economy
- Demand Analysis and Estimation
- Elasticity of Demand & Determinants
- Production Functions in the Short and Long Run
- Type of Costs ,Short Run and Long Run Costs,
- Market Structure: Perfect Competition, Monopoly,
- Monopolistic Competition, Oligopoly, Economic Indicators
- Technology and Employment - Issues and Challenges
- National Income, Fiscal and Monetary Policies, Industrial Finance Business Cycles
- Public-Private Participation (PPP), Foreign Direct Investment

#### **Suggested Readings:**

1. Managerial Economics ,D.N.Dwivedi,Vikas Publication, 7th Ed
2. Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Ed.
3. Managerial Economics: Concepts and Applications (SIE), THOMAS& MAURICE, McGraw-Hill Education, 9th Ed
4. Managerial Economics, H.L Ahuja, S.Chand, 8th Ed
5. Managerial Economics – Theory and Applications, Dr.D.M.Mithani, Himalaya Publications, 7th Ed.
6. Sociology & Economics for Engineers, Dr. Premvir Kapoor, Khanna Publishing House

### **4. People Management:**

- Strategic HRM: Concept & Importance
- Linking HR strategy with business strategy
- Human Resource Planning and Employee Hiring
- Environmental Appraisal, Industry analysis
- Value chain analysis, Strategic Analysis and Choice
- Strategy Implementation and Evaluation

#### **Suggested Readings:**

1. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
2. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
3. Gary Dessler and BijuVarkkeyHuman Resource Management, Person Publication, 2013, 14th Edition.
4. SeemaSanghi, Human Resource Management, VikasPubllications, 2014, 5th Edition.
5. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.

## **5. Quantitative Analysis for Managerial Applications :**

- Quantitative Decision Making - An Overview
- Measures of Central Tendency
- Probability & Probability Distribution
- Decision Theory
- Sampling Methods
- Testing of Hypotheses
- Time Series Analysis

### **Suggested Readings:**

1. Gupta & Khanna –Quantitative Techniques for Decision Making (Prentice Hall of India)
2. Statistical Methods. S. P. Gupta, (S.Chand & Co.)
3. Mathematics and Statistics, N.K. Nag, (Kalyani Publishers.)
4. Quantitative Techniques, C.R. Kothari, (Vikash)
5. Statistics for Management, Levin & Rubin (Pearson)
6. S.C.Gupta : Fundamentals of Statistics- HPH

## **6. Minor Project on Innovative ideas of Business**

(Project preparation & Presentation of Minor project)



# **Detailed Syllabus of Semester-2**

## **1. Operation Management:**

- Operations Management: An Overview
- Operation Planning & Control
- Capacity Planning
- Value Engineering and Quality Assurance
- Materials Management

### **Suggested Readings:-**

1. Aswathappa, K. & Bhat, K.S.-- Production and Operations Management (Himalaya Publishing House, 2nd Edition)
2. Chase, R.B., Shankar, R. & Jacobs, F.R. -- Operations & Supply Chain Management (Tata McGraw Hill, 14th Edition)
3. Chunawalla, S.A. & Patel, D.R. – Production & Operations Management (Himalaya Publishing House, 9th Edition)
4. Chary, S.N. -- Production and Operations Management (Tata McGraw Hill, 6th Edition)
5. Charantimath, P.M. – Total Quality Management (Pearson Education, 3rd Edition)

## **2. Financial Reporting & Analysis:**

- Accounting Concepts & Conventions
- Accounting Standards and IFRS
- Financial Statement Analysis
- Management accounting- meaning, nature & significance
- Budgeting and budgetary control- fixed and flexible budgets, zero base budget
- Standard costing and Variance analysis
- Marginal Costing- Cost-Volume-Profit Analysis: Break-even analysis

### **Suggested Readings:**

1. Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10<sup>th</sup> Edition)
2. Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI, 3rd Ed)
3. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
4. PC Tulsian- Financial Accounting (Pearson, 2016)
5. Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).
6. Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 5th Ed)

### **3. Marketing Management:**

- Marketing: An Overview
- Marketing Environment Analysis
- Market Segmentation, Targeting and Positioning
- Product and Pricing Decisions
- Distribution and Promotion Decisions
- Digital Marketing
- Emerging Issues in Marketing

#### **Suggested Readings:**

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.
2. Marketing Management - Ramaswamy V. S. & Namakumari S, 6/e, Sage Publication India Pvt Ltd., 2018.
3. Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.
4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGrawHill Education Publishers, 2015.
5. Marketing: Asian Edition Paul Bainies, Chris Fill Kelly Page third edition, Oxford.

### **4. Data Science for Managerial Decisions:**

- Introduction to Data Science
- Information Technology: An Overview
- Applications of Data Science in various fields
- MIS and Control Systems
- Data Collection and Data Pre-Processing
- Building Information Systems
- Support Systems for Management Decisions

#### **Suggested Readings:**

1. Jojo Moolayil, “Smarter Decisions: The Intersection of IoT and Data Science”, PACKT, 2016.
2. Cathy O’Neil and Rachel Schutt , “Doing Data Science”, O’Reilly, 2015.
3. David Dietrich, Barry Heller, Beibei Yang, “Data Science and Big data Analytics”, EMC 2013
4. Raj, Pethuru, “Handbook of Research on Cloud Infrastructures for Big Data Analytics”, IGI Global
5. Management Information System, W.S Jawadekar, Tata Mc Graw Hill Publication.
6. Management Information System, David Kroenke, Tata Mc Graw Hill Publication.
7. MIS: Management Perspective, D.P. Goyal, Macmillan Business Books.

## **5. Optimization & Decision Techniques:**

- Operations Research – An Overview
- Transportation Problems
- Assignment Problems
- Building Information Systems
- Support Systems for Management Decisions

### **Suggested Readings:**

1. R. Panneerselvam - Operations Research ( PHI, 2<sup>nd</sup> Edition)
2. Sharma J K - Operations Research (Pearson, 3<sup>rd</sup> Edition)
3. Apte-Operation Research and Quantitative Techniques (Excel Books)
4. S Kalawathy-Operation Research (Vikas IV<sup>th</sup> Edition)
5. Natarajan- Operation Research(Pearson)

## **6. Macroeconomic:**

- Macro Economics: Introduction,
- National Income & Related Aggregates
- Money & Banking
- Income & Employment
- Government Budget & Economy
- Balance of Payment
- Foreign Exchange

## **7. Minor Project On Emerging Technology:**

Project preparation & Presentation of Minor project

# **Detailed Syllabus of Semester-3**

## **Compulsory Subjects:**

### **1. Business Research Methods:**

- Research applications in functional areas of Business
- Emerging trends in Business research
- Research Proposal
- Problems in measurement in management research
- Data Presentation and Analysis
- Report Writing and Presentation
- Ethics in Research

#### **Suggested Readings:**

1. Garg, B.L., Karadia, R., Agarwal, F. and Agarwal, U.K., 2002. An introduction to Research Methodology, RBSA Publishers.
2. Kothari, C.R., 1990. Research Methodology: Methods and Techniques. New Age International. 418p.
3. Sinha, S.C. and Dhiman, A.K., 2002. Research Methodology, Ess Ess Publications. 2 volumes.
4. Trochim, W.M.K., 2005. Research Methods: the concise knowledge base, Atomic Dog Publishing. 270p.
5. Wadehra, B.L. 2000. Law relating to patents, trade marks, copyright designs and geographical indications. Universal Law Publishing

### **2. Corporate Law:**

- Overview of Business Law
- Business Forms and Regulations
- General Principles of Contracts
- Foreign Exchange Management and related regulations
- Environment Protection and Sustainability

#### **Suggested Readings:**

1. Business Environment ---Francis Cherunilam, Himalaya Publishing House
2. Business Environment: Test and Cases , PAUL, Mc Graw Hill Education , 3rd Ed.
3. V. Neelamegam – Business Environment (VrindaPublications , 2nd Edition)
4. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)
5. International Business Environment—Ian Brooks, Jamie Weatherstom and GrahmWilkinson
6. Kuchhal M.C. - Business Law (Vikas Publication)
7. Gulshan S.S. - Business Law Including Company Law (Excel Books)
8. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014.

### **3. International Business Management:**

- Introduction to International Business
- International Trade of Goods & Services
- Regional Trade Blocks
- International Entry Strategies
- Strategies of International Business
- International Business Functions

#### **Suggested Readings:**

1. P.K.Khurana (2010): Export Management, Galgotia Publication, New Delhi
2. Jeevanandam C(2002) “Foreign Exchange: Practices Concepts and control” Sultan Chand Publications
3. Foreign Trade Policy(2015-2020): Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India.

### **4. Business Leadership:**

- Introduction to Leadership
- Leadership - Traits, Skills and Styles
- Decision-Making and Leadership
- Leadership for Sustainability - Power, Influence, Impact
- Leadership in Business Organizations

#### **Suggested Readings:**

1. Northouse, Peter G., Leadership: Theory and Practice, Sage Publications.
2. Daloz Parks, S., Leadership can be taught: A Bold Approach for a Complex World, Boston: Harvard Business School Press.
3. Drucker Foundation (Ed.), Leading Beyond the Walls, San Francisco: Jossey Bass.
4. Al Gini and Ronald M. Green, Virtues of Outstanding Leaders: Leadership and Character, John Wiley & Sons Inc.
5. S Balasubramanian, The Art of Business Leadership – Indian Experiences, Sage Publications

# **Detailed Syllabus of Semester-4**

## **Compulsory Subjects:**

### **1. Strategic Management & Business Policy:**

- Introduction to Strategic Management and Business Policy
- Strategic Management: Concept & Importance
- Dimension and Levels of Strategy
- Types of strategies, Strategic Decision Making
- Environmental Appraisal, Industry analysis
- Value chain analysis, Strategic Analysis and Choice
- Strategy Implementation and Evaluation

#### **Suggested Readings:**

- Fed R David, Strategic Management, New Jersey, Prentice Hall, 1997.
- Gregory G. Dess, GT Lumpkin and ML Taylor, Strategic Management – Creating Competitive Advantage, McGraw-Hill, Irwin, NY, 2003.
- Pearce JA and Robinson RB, Strategic Management, McGraw Hill, NY, 2000.
- Vipin Gupta, Kamala Gollakota and R. Srinivasan, Business Policy and Strategic Management, Prentice-Hall of India, New Delhi, 2005.
- Wheelen Thomas L, David Hunger J, KrishRangaraja, Concepts in Strategic Management and Business Policy, New Delhi, Pearson Education, 2006

### **2. Innovation & Entrepreneurship:**

- Entrepreneurship development-its importance
- Role of Entrepreneurship -Entrepreneurial environment
- Creating and starting the venture
- Managing early growth of the new venture
- Role of Government in promoting Entrepreneurship

#### **Suggested Readings:**

1. Roy: Entrepreneurship, OUP
2. Ahmad, Ali and Bhatt, Punita.: Entrepreneurship in Developing and Emerging Economies, SAGE Publishing India
3. Mitra, Jay: The Business of Innovation, 2017, SAGE Publishing
4. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hirsch Michael Peters Dean Shepherd, McGraw Hill
5. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
6. Kumar, Arya; Entrepreneurship; Pearson Education.  
Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing

### **3. Business Ethics & CSR:**

- Business Ethics: An Overview
- Ethics in Business
- Business Strategy in CSR
- Business Ethics and CSR: Linkages
- CSR in Indian Context
- CSR and Sustainable Development

#### **Suggested Readings:**

Modh, Satish, Ethical Management: Text and Cases in Business Ethics and Corporate Governance. New Delhi: Macmillan Publishers India Ltd, 2005.

Mathur, U.C., Corporate Governance and Business Ethics: Text and Cases. New Delhi: Macmillan Publishers India Ltd, 2005.

### **4. Sustainability Management:**

- Definition, Concept and Features of Sustainability Management
- Sustainability Pillars
- Integrating Sustainability into Business
- Value Chain perspective
- Sustainability Strategy and Planning
- Sustainability Reporting Frameworks

#### **Suggested Readings:**

1. Handbook of Sustainability Management by Christian N Maduand Chu-Hua Kuei
2. Sustainability Management by Steven Cohen
3. The Sustainability Handbook by [William R. Blackburn](#)

## **Specialization Group: HUMAN RESOURCE (HR)**

### **Major Elective Subjects in III Semester for HR specialization**

<b>S.No.</b>	<b>Elective</b>	<b>Code</b>	<b>Course Title</b>
1	Elective- 1	MBAE HR01	Managing the Workplace Behavior
2	Elective- 2	MBAE HR02	Employee Relations And Labor Laws

### **Minor Elective Subjects in IV Semester for HR specialization**

<b>S.No.</b>	<b>Elective</b>	<b>Code</b>	<b>Course Title</b>
1	Elective- 3	MBAE HR03	HR Analytics
2	Elective- 4	MBAE HR04	Performance And Reward Management

## **Specialization Group: MARKETING (MK)**

### **Major Elective Subjects in III Semester for Marketing specialization**

<b>S.No.</b>	<b>Elective</b>	<b>Code</b>	<b>Course Title</b>
1	Elective- 1	MBAE MK01	Consumer Behavior And Marketing Communication
2	Elective- 2	MBAE MK02	B2B Marketing

### **Minor Elective Subjects in IV Semester for Marketing specialization**

<b>S.No.</b>	<b>Elective</b>	<b>Code</b>	<b>Course Title</b>
1	Elective- 3	MBAE MK03	Services Marketing
2	Elective- 4	MBAE MK04	Sales and Retail Management



## **Specialization Group: Finance (FM)**

### **Major Elective Subjects in III Semester for Finance specialization**

<b>S.No.</b>	<b>Elective</b>	<b>Code</b>	<b>Course Title</b>
1	Elective- 1	MBAE FM01	Capital Investment and Financing Decision
2	Elective- 2	MBAE FM02	Fintech/Financial Analysis

### **Minor Elective Subjects in IV Semester for Finance specialization**

<b>S.No.</b>	<b>Elective</b>	<b>Code</b>	<b>Course Title</b>
1	Elective- 3	MBAE FM03	Investment Banking
2	Elective- 4	MBAE FM04	Working Capital Management

## **Specialization Group: OPERATION MANAGEMENT(OM)**

### **Major Elective Subjects in III Semester for Operation specialization**

<b>S.No.</b>	<b>Elective</b>	<b>Code</b>	<b>Course Title</b>
1	Elective- 1	MBAE OM 01	Supply Chain Management
2	Elective- 2	MBAE OM 02	Procurement & Order Fulfillment

### **Minor Elective Subjects in IV Semester for Operation specialization**

<b>S.No.</b>	<b>Elective</b>	<b>Code</b>	<b>Course Title</b>
1	Elective- 3	MBAE OM 03	Transportation & Logistics System
2	Elective- 4	MBAE OM 04	Project Management

## **Specialization Group: INTERNATIONAL BUSINESS (IB)**

### **Major Elective Subjects in III Semester for IB specialization**

<b>S.No.</b>	<b>Elective</b>	<b>Code</b>	<b>Course Title</b>
1	Elective- 1	MBAE IB01	International Business Management
2	Elective- 2	MBAE IB02	Export Import Documentation

**Minor Elective Subjects in IV Semester for IB specialization**

S.No.	Elective	Code	Course Title
1	Elective- 3	MBAE IB03	International Logistics
2	Elective- 4	MBAE IB04	Cross Cultural Management

**Specialization Group: Analytics & Data Science**

**Major Elective Subjects in III Semester for Analytics & Data Science specialization**

S.No.	Elective	Code	Course Title
1	Elective- 1	MBAE CS 01	Python & Business analytics
2	Elective- 2	MBAE CS 02	Digital & Cyber Physical System

**Minor Elective Subjects in IV Semester Analytics & Data Science specialization**

S.No.	Elective	Code	Course Title
1	Elective- 3	MBAE CS 03	Business Applications of AI and ML Techniques
2	Elective- 4	MBAE CS 04	Business Intelligence Decision Modelling

**Specialization Group: Information Technology (IT & Fintech)**

**Major Elective Subjects in III Semester for Information Technology (IT & Fintech) specialization**

S.No.	Elective	Code	Course Title
1	Elective- 1	MBAE IT 01	Data Base Management System
2	Elective- 2	MBAE IT 02	Financial Technology Services & Management

**Minor Elective Subjects in IV Semester Information Technology (IT & Fintech) specialization**

S.No.	Elective	Code	Course Title
1	Elective- 3	MBAE IT 03	Financial Information Security & Privacy
2	Elective- 4	MBAE IT 04	System Analysis & Design

**Specialization Group: Banking, Financial Services &**

## **Insurance**

### **Major Elective Subjects in III Semester for Banking, Financial Services & Insurance specialization**

<b>S.No.</b>	<b>Elective</b>	<b>Code</b>	<b>Course Title</b>
1	Elective- 1	MBAE BFI 01	Bank Financial Management
2	Elective- 2	MBAE BFI 02	Risk Management in Banks

### **Minor Elective Subjects in IV Semester Banking, Financial Services & Insurance specialization**

<b>S.No.</b>	<b>Elective</b>	<b>Code</b>	<b>Course Title</b>
1	Elective- 3	MBAE BFI 03	Corporate Governance in Banking and Financial Sector
2	Elective- 4	MBAE BFI 04	Management of Financial Services

## **Specialization Group: Retail Management**

### **Major Elective Subjects in III Semester for Retail Management specialization**

<b>S.No.</b>	<b>Elective</b>	<b>Code</b>	<b>Course Title</b>
1	Elective- 1	MBAE RM 01	Retail Operations Management
2	Elective- 2	MBAE RM 02	Retail Planning

### **Minor Elective Subjects in IV Semester for Retail Management specialization**

<b>S.No.</b>	<b>Elective</b>	<b>Code</b>	<b>Course Title</b>
1	Elective- 3	MBAE RM 03	Logistics and Sales Promotion
2	Elective- 4	MBAE RM 04	Retail Sales Techniques and Promotion

## **Specialization Group: Strategy & Leadership**

### **Major Elective Subjects in III Semester for Strategy & Leadership specialization**

<b>S.No.</b>	<b>Elective</b>	<b>Code</b>	<b>Course Title</b>
1	Elective- 1	MBAE SM 01	Environment for Strategy & Leadership
2	Elective- 2	MBAE SM 02	Strategic HRM

### **Minor Elective Subjects in IV Semester for Strategy & Leadership specialization**

<b>S.No.</b>	<b>Elective</b>	<b>Code</b>	<b>Course Title</b>
1	Elective- 3	MBAE SM 03	Strategic Marketing Analysis & Planning
2	Elective- 4	MBAE SM 04	Global Strategic Management

# **Detailed Syllabus of HR Specialisation**

## **Elective-1 Managing the Workplace Behaviour:**

- Introduction to Talent management
- Talent Acquisition
- Recruitment and Selection Process
- Employee Retention
- Knowledge Management

### **Suggested Readings:**

1. Gowri Joshi & Veena Vohra, Talent Management, Cengage Learning
2. Mamta Mohapatra & Swati Dhir, Talent Management, SAGE Publishing India
3. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication,
4. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill
5. Hasan, M., Singh, A. K., Dhamija, S., Talent management in India: Challenges and opportunities, Atlantic Publication
6. Rob Silzer (Editor), Ben E. Dowell (Editor), Strategy-Driven Talent Management: A Leadership Imperative, Wiley
7. K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill

## **Elective-2 Employee Relations And Labour Laws:**

- Industrial and Employment Relations: An Overview
- Development and Functions of Trade Unions
- Collective bargaining
- Grievance Handling
- Industrial Conflict

### **Suggested Readings:**

1. Indian Bare Acts
2. Srivastava SC - Industrial Relations and Labor Laws (Vikas,)
3. Gupta, Parul – Industrial Relations and Labor laws, SAGE Publishing India
4. Monappa Arun, “Industrial Relations and Labor laws”, Tata McGraw Hill Edition, New Delhi,
5. Taxmann Labor Laws”, Taxmann Allied Services Pvt. Ltd.
6. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.

### **Elective-3 HR Analytics**

- Introduction to People Analytics
- Performance Evaluation & Advantages and issues in PE
- Human capital Benchmarking
- Strategic Workforce Planning (SWP)
- Recent trends in TM

#### **Suggested Readings:**

1. Bhattacharya Kumar Dipak, HR Analytics Understanding Theories and Applications, SAGE Publishing
2. Banerjee Pratyush, Pandey Jatin and Gupta Manish (2019), Practical Applications of HR Analytics, SAGE Publishing
3. Sesil. J, Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management. Prentice Hall.
4. Barnett K, Berk J, Human Capital Analytics. Word Association Publication. Fitz-Enz J,
5. The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM.

### **Elective-4 Performance and Reward Management**

- Compensation and Rewards: An Overview
- Legal Frameworks of Compensation and Rewards
- Institutional mechanisms for compensation
- Rewards Management
- Allowances, Perquisites and benefits

#### **Suggested Reading:**

1. T V Rao: Performance Management: Towards organizational Excellence (SAGE Publishing)
2. Michael, Armstrong Performance Management. Kogan Page.
3. Shrinivas R Kandula, Performance Management: Strategies, Intervention & Drivers. Pearson
4. Chadha, P. Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
5. B D Singh, Compensation and Reward Management, Excel Book  
Robert Bacal , Performance Management, McGraw-Hill Education.

# **Detailed Syllabus of Marketing Specialisation**

## **Elective-1 Consumer Behaviour and Marketing Communication**

- Consumer Behaviour: An Introduction
- Environmental influences on Consumer Behaviour
- An Introduction to Integrated Marketing Communication (IMC)
- Understanding communication process
- Media planning and selection decisions

### **Suggested Readings:**

1. Consumer Behavior, Schiffman, L. G. and Kanuk, L. L., Pearson.
2. Consumer Behaviour : Sethna Zubin & Blythe Jim, SAGE Publishing India
3. Integrated Advertising, Promotion and Marketing Communications: Clow, Kenneth E. & Baack Donald E., Pearson
4. Advertising & promotions an IMC perspective: Kruti Shah & Alan D' Souza, McGrawHill education
5. 5 Advertising and promotion- An integrated Marketing Communication Perspective, George E Belch & Michael A Belch, McGraw Hill Education
- 6 Advertising, Brand and Consumer Behaviour, 2020, S. Ramesh Kumar, SAGE Publishing India

## **Elective-2 B2B Marketing:**

- Introduction to B2B Marketing
- Introduction to marketing Analytics
- Fundamentals of Inter-organizational marketing
- PESTLE Market Analysis, Porter Five Force Analysis
- Pricing Policy and Objectives in B2B marketing
- Consumer Behaviour in B2B Marketing
- Market Segmentation

### **Suggested Readings:**

1. B2B Marketing: A South-Asian Perspective by Michael D.Hutt, Dheeraj Sharma, and Thomas W. Speh
2. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L Winston, Wiley India Pvt. Ltd.
3. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, CreateSpace Publishing
4. Marketing Engineering and Analytics by Gary Lilen, Arvind Rangaswamy, and Arnaud DeBruyn, Decision Pro, Inc.
5. Marketing Metrics by Dugar Anurag, SAGE Publishing India\

## **Elective-3 Services Marketing**

- Marketing Of Services – An Overview
- Services Marketing Mix
- Extended Marketing Mix for Services
- Managing Service Quality
- Emerging Issues

### **Suggested Readings:**

1. Services marketing, Zeithaml Valerie and Mary jo Bitner, Gremler & Pandit, TataMcGraw Hill.
2. Services Marketing, Lovelock, Christopher, Prentice Hall
3. B2B Marketing , Hutt, M.D. & Speh, T.W., Cengage Learning
4. Business to Business Marketing, Ross Brennan, Louise Canning & Raymond McDowell,Sage Publications,
5. B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting CustomerEngagement, Heidi Taylor, Kogan page,
6. Innovative B2B Marketing: New Models, Processes and Theory, Simon Hall, KoganPage

## **Elective-4 Sales and Retail Management**

- Introduction to Sales Management
- Theories of Selling and Selling Process
- Selling Skills
- Managing the Sales Force
- Introduction to retailing
- Retail marketing and promotion

### **Suggested Readings:**

1. Still, R.R., Cundiff, E.W. and Govani, N.A.P.; Sales Management; Pearson Education
2. Venugopal, Pingali, Sales and Distribution Management, SAGE Publishing
3. Berman, Evans, Retail Management Strategic approach, Pearson
4. Chaudhary Prashant , Selling and Negotiation, SAGE Publishing
5. Tapan Panda: Sales and Distribution Management, OUP.
6. Havaldar, K.K., and Cavale, V.M.; Sales and Distribution Management; McGraw- Hill Education.
7. Pradhan Swapna; Retailing Management; McGraw-Hill Education



# **Detailed Syllabus of Finance Specialisation**

## **Elective-1 Capital Investment and Financing Decisions**

- Financial Decisions: An Overview
- Nature of Long Term Financial Decisions
- Cost of Capital & Capital Structure
- Capital Restructuring
- Investor Relations

### **Suggested Readings:**

1. I. M. Pandey Financial Management
2. Khan & Jain Financial Management
3. Lal, B.B and Vashisht, N. (2008): “Direct Taxes, Income Tax, Wealth Tax and Tax planning” Book, Pearson Education, New Delhi.
4. Capital Tax Group (1989): “Neutrality in the Taxation of Savings: An Extended Role for PEPs”, Commentary No. 17, London: Institute for Fiscal Studies.
5. Chelliah, Raja J. and R. Kavita Rao (2001): “Rational Ways of Increasing Tax Revenues in India” presented in World Bank

## **Elective-2 : Fintech/Financial Analysis**

- Introduction to Fintech
- Financial Planning: An Introduction
- Goal based Financial Plan
- Innovation in the Financial Services Industry
- Fintech in Banking sector
- Financial Planning & Management

### **Suggested Readings:**

1. Dr. Vinod K. Singhania & Dr. Monica Singhania Students Guide to Income Tax (Taxmann Publication ,Latest Edition according to assessment year)
2. Yashwant Sinha, Vinay K. Shrivastava, Indirect Tax reform in India, SAGE Publishing
3. Sid Mitra & Shailendra Kumar Rai, Financial Planning, SAGE Publishing India
4. Dr.B.K. Agarwal & Dr. Rajeev Agarwal Tax Planning and Management (Nirupam Publication, Latest Edition according to assessment year)
5. Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition)
6. Girish Ahuja & Ravi Gupta Direct Tax Laws & Practice (Bharat Law House, Latest Edition)
7. Personal Financial Planning (Wealth Management): S. Murali, K.R. Subbakrishna, (Himalaya Publishing House)

### **Elective-3 Investment Banking**

- Introduction to Indian Financial System
- Merchant Banking
- Mutual Funds
- Depository Services
- Venture Capital
- Emerging Issues in Financial Services

#### **Suggested Readings:**

1. Law of International Trade , Author : Dr. Jason Chuah , Edition : 5th South Asian Edition 2017
2. Foreign Trade - Theory, Procedures, Practices and Documentation by Dr. Khushpat S. Jain and Apexa V. Jain
3. International trade law by Dr. S.R MYNENI
4. International Trade Law by Hemant Goel
5. International Trade Law by Niharika Vij

### **Elective-4 Working Capital Management**

- Conceptual Framework of Working capital
- Operating Environment of Working Capital
- Determination of Working Capital
- Management of Marketable Securities
- Working Capital Management in Large Companies

#### **Suggested Readings:**

1. Financial Management: P V Kulkarni
2. Financial Management: S N Maheshwari
3. Financial Management: I M Pandey
4. Financial Management: Prasanna Chandra
5. Financial Management: Khan & Jain
6. Financial Management: R. S. Kulshreshta
7. Fundamentals of Financial Management: Van Horne

# **Detailed Syllabus of Operation Management Specialisation**

## **Elective-1 Supply Chain Management**

- Logistics and SCM: An Overview
- Strategic Supply Chain Management
- Information Technology: A Key Enabler of SCM
- E-Supply Chain Management
- Distribution Network Planning

### **Suggested Readings:**

1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education
2. Altekhar, Rahul V.; Supply Chain Management: Concepts and Cases; PHI Learning Reference Books
3. Ballou, Ronald H.; Supply Chain Management; Pearson Education
4. Sahay, B.S.; Supply Chain Management; Macmillan
5. Ballou, R.H. Business Logistics Management. Prentice-Hall Inc.
6. Bowersox D.J., Closs D.J., Logistical Management, McGraw-Hill,

## **Elective-2 Procurement & Order Fulfilment:**

- Introduction to Production Planning & Control
- Capacity planning
- capacity planning strategies
- Enterprise Resource Planning (ERP)
- Waste Management
- Production control systems

### **Suggested Readings:**

1. Martand Telsang, "Industrial Engineering and Production Management", S. Chand and Company,
2. S.K. Mukhopadhyay, Production Planning and Control, Prentice Hall of India private limited,
3. James.B.Dilworth, "Operations Management – Design, Planning and Control for manufacturing and services" McGraw Hill International edition.
4. S.N.Chary, "Theory and Problems in Production & Operations Management", Tata McGraw Hill,
5. Kanishka Bedi, "Production and Operations management", Oxford university press,
6. Elwood S. Buffa, and Rakesh K. Sarin, "Modern Production / Operations Management", John Wiley and Sons,
7. Norman Gaither, G. Frazier, "Operations Management" Thomson learning
8. K.C. Jain & L.N. Aggarwal, "Production Planning Control and Industrial Management", Khanna Publishers

### **Elective-3 Transportation & Logistics System:**

- Introduction to Materials Management
- Materials Planning and Budgeting
- Logistics System & strategy
- Pull Vs Push System
- Inventory Policies and Systems
- Warehouse Management System
- Performance Evaluation and Appraisal

#### **Suggested Readings**

1. Kalpakjian and Schmid, Manufacturing Engineering and Technology, Pearson.
2. Lindberg, Processes & Materials of Manufacture, Prentice Hall India.
3. J P Kaushik: Manufacturing Processes , PHI
4. James. B. Dilworth, “Operations Management – Design, Planning and Control for Manufacturing and Services”, McGraw Hill Inc. Management Series,
5. P. Radhakrishnan, S. Subramanyan and V. Raju, “CAD / CAM / CIM”, New Age International (Pvt.) Ltd. Publishers

### **Elective-4 Project Management**

- Introduction to Project Management
- Project Feasibility
- Project Network Analysis
- Project Scheduling
- Project Management Information System

#### **Suggested Readings:**

1. Dobler, D. W., jr, L. L., & Burt, D. N., Purchasing and Materials Management. New Delhi: TataMcGraw-Hill Publishing Company Limited
2. Gopalakrishnan P., Purchasing and Materials Management, Tata McGraw-Hill PublishingCompany Ltd, New Delhi.
3. David N. Burt, Sheila Petcavage, Richard Pinkerton: Proactive Purchasing in the Supply Chain: The Key to World-Class Procurement, McGraw Hill

# **Detailed Syllabus of International Business Specialisation**

## **Elective-1 International Business Management**

- International Management: An Overview
- Driving and Restraining Forces
- International Marketing Orientations
- Foreign Exchange Determination Systems
- International Institutions

### **Suggested Readings:**

1. Kapoor, Mansi – Global Business Environment: Shifting Paradigms in the Fourth Industrial Revolution, SAGE Publishing India
2. Narendra Jadhav, New Age technology an Industrial Revolution 4.0(Konark Publisher)
3. Pranjal Sharma, India Automated (McMillan)
4. Kapoor, M – Global Business Environment: Shifting Paradigms in the Fourth Industrial Revolution, SAGE India
5. Arun Sundararajan, The Sharing Economy: The End of Employment and the Rise of Crowd-Based Capitalism (MIT Press)
6. Mark Van Rijmenam, The Organisation of Tomorrow: How AI, blockchain and analytics turn your business into a data organisation (Routledge) Nitin Seth, Winning in Digital Age (Penguin)

## **Elective-2 Export Import Documentation:**

- Introduction to Export Import Documentation
- Categories of Export
- Shipment procedures
- Meaning and importance of letter of credit
- The organization of exports –imports firms
- Export Promotion Capital Goods Scheme

### **Suggested Readings:**

1. Ram Singh, Export and Import Management, 2021, SAGE Publishing
2. C Ramagopal, Export import Policy Procedure & Documentation, Newage publisher
3. Kiran rai Usha, Export import & logistics management--, Eastern economy edition
4. Singh, ram, International trade Logistics , Oxford publishing house.
5. New Import Export Policy - Nabhi Publications
6. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
7. A Guide on Export Policy Procedure & Documentation– Mahajan
8. How to Export – Nabhi Publications Export Management – D.C. Kapoor

## **Elective-3 International Logistics**

- Foundation Concepts in International Logistics
- Factors Driving Global Supply Chain Management
- Pull Vs Push System
- Integrating International Logistics with Supply Chain
- Introduction to International Transport System
- International Transport and Economic Development

### **Suggested Readings**

1. Alan E. Branch, Global Supply Chain Management and International Logistics (Routledge)
2. Jean-Paul Rodrigue, Claude Comtois and Brian Slack, "THE GEOGRAPHY OF TRANSPORT SYSTEMS" (2009), New York: Routledge,.
3. Douglas Long: International Logistics Global Supply chain management, Kluwer academic publishers-
4. Asopa, V.N: Shipping Management: Cases and Concepts, Macmillan, New Delhi.
5. Lambert, D et al: Strategic Logistic Management, Tata McGraw Hill, New Delhi.

Morlok, Edward K. "The Freight Transportation System," Excerpted from CRC Engineering Handbook

## **Elective-4 Cross Cultural Management**

- Introduction to Cross cultural management
- The impact of cultural differences on individuals
- Cultural aspects of international business negotiations
- National cultures vs. organizational cultures
- Leadership traits required for managing cross culture teams

### **Suggested Readings:**

1. Cross culture management by Ms Shobhana Madhavan, Oxford University Press,
2. Eastern and Cross Culture Management by N K Singh, Springer Gannon, Martin J. Paradoxes of Culture and Globalization. Sage Publications,

# **Detailed Syllabus of Analytics & Data Science Specialisation**

## **Elective-1 Python & Business analytics**

- Introduction to Python and history of Python
- Overview of Business Analytics
- Introduction to Decision Modelling
- Organization/sources of data
- Data Mining

### **Suggested Readings:**

1. T. Budd, Exploring Python, TMH, 1st Ed, 2011
2. Python For Data Analysis by William McKinney
3. Allen Downey, Jeffrey Elkner, Chris Meyers , How to think like a computer scientist : learning with Python , Freely available online.2012

## **Elective-2 Digital & Cyber Physical System**

- Introduction to Cyber Physical System
- Application Domains of CPS
- Security of Cyber-Physical Systems
- Introduction to Data Visualization
- Integrity in Visualization
- Visual Perception and Quantitative Communication

### **Suggested Readings:**

1. E. A. Lee and S. A. Seshia, “Introduction to Embedded Systems: A Cyber-Physical Systems Approach”, 2011.
2. R. Alur, “Principles of Cyber-Physical Systems,” MIT Press, 2015.
3. T. D. Lewis “Network Science: Theory and Applications”, Wiley, 2009.
4. P. Tabuada, “Verification and control of hybrid systems: a symbolic approach”, SpringerVerlag 2009.
5. C. Cassandras, S. Lafortune, “Introduction to Discrete Event Systems”, Springer 2007.
6. ConstanceHeitmeyer and Dino Mandrioli, “Formal methods for real-time computing”, Wiley publisher, 1996.

## **Elective-3 Business Applications of AI and ML Techniques**

- Introduction and History of AI
- Tools to be used for AI programming
- Applications of AI
- Basic concepts of Machine Learning
- Linear models, perceptions

### **Suggested Readings:**

1. Artificial Intelligence for Business Leaders: Ajit Kr. Jha
2. Machine Learning in Business: John C. Hull
3. An Introduction to Statistical Learning with Applications in R : James, G., Witten, D., Hastie, T., Tibshirani, R. (Springer)
4. Artificial Intelligence Business Applications: How to Learn Applied Artificial Intelligence and Use Data Science for Business. Includes Data Analytics, Machine Learning for Business and Python : William J Ford
5. AI and Machine Learning: Was Rahman, SAGE Publishing India

## **Elective-4 Business Intelligence Decision Modelling**

- Introduction to Data Mining and its components
- Classification of Data Mining Systems
- Introduction to Data Warehousing & Business Intelligence
- Business Intelligence applications
- Ethics & BI

### **Suggested Readings:**

1. Efraim Turban Ramesh Sharda Dursun Delen David King Business Intelligence - A Managerial Approach Pearson 2012,2nd Edition
2. Stuart Russel and Peter Norvig Artificial Intelligence: A Modern Approach Prentice Hall 2009, 3rd edition
3. Galit Shmueli Nitin R. Patel Peter C. Bruce Data Mining for Business Intelligence Wiley – India Pvt. Ltd., Reprint 2011

## **Detailed Syllabus of IT & Fintech Specialisation**

### **Elective-1 Data Base Management System:**

- Database system concept and architecture
- Data modelling using the Entity Relationship
- Relational data model concepts
- Introduction on SQL
- Data Base Design & Normalization
- Recent Trends in Database Management Systems

### **Suggested Readings:**

1. Navathe E - Fundamentals of Database Systems (Pearson Education,)
2. Majumdar and Bhattacharya - Database Management System (Tata McGraw Hill)
3. Chakrabarti- Advance Database Management System (Wiley Dreamtech)



4. Beynon -Davies P- Database Systems (Palgrave)
5. Karthikeyan-Understanding Database Management System (Acme Learning)

## **Elective-2 Financial Technology Services & Management:**

- FinTech: Introduction
- FinTech Evolution: Infrastructure, Banks Start-ups and Emerging Markets
- Payments, Crypto currencies and Blockchain
- Digital Financial Services & Digitization of Financial Services
- FinTech Regulation and RegTech
- Application of Data Analytics in Finance

### **Suggested Readings:**

1. Agustin Rubini, “Fintech in a Flash: Financial Technology Made Easy”, Zaccheus, 3rd Edition
2. Susanne Chishti and Janos Barberis, “ The FINTECH Book: The Financial Technology Handbook for Investors
3. Theo Lynn, John G. Mooney, Pierangelo Rosati, Mark Cummins, “Disrupting Finance: FinTech and Strategy in the 21st Century”, Palgrave, 1st edition
4. Abdul Rafay, “FinTech as a Disruptive Technology for Financial Institutions”, IGI Global, January
5. Bernardo Nicoletti , The Future of FinTech: Integrating Finance and Technology in Financial Services, Palgrave Macmillan

## **Elective-3 Financial Information Security & Privacy**

- Introduction to Information Security
- Data, Network and Operating System Security
- Securing Infrastructure Services
- Security Operations and Physical Security
- Recent Trends in Security

### **Suggested Readings:**

1. Mark Rhodes – Ousley, “Information Security, The Complete Reference”, Second Edition, McGraw Hill.
2. Charles P. Pfleeger, Shari Lawrence Pfleeger, “Security in Computing”, Fourth Edition
3. William Stallings, Cryptography and Network Security Principles and Practices, PHI Third Edition
4. Caelli, J., and Longley D. and Shain M., Information Security Handbook, Macmillan

5. McClure S., Scambray J. and Kurtz G., Hacking exposed: Network security secrets and solutions, McGrawHill

## **Elective-4 System Analysis and Design**

- Systems Concept; Characteristics of a System
- Systems Planning and Investigation
- Determining the User's Information Requirements
- Tools of Structured Analysis
- Basics of Information Security

### **Suggested Reading:**

1. Shah-Software Engineering & SAD (Wiley Dreamtech)
2. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication)
3. Enterprise SOA: Service-Oriented Architecture Best Practices, Dirk Krafzig, Karl Bankeand Dirk Slama, Prentice Hall PTR
4. SOA Principles of Service Design, Thomas Erl, Prentice Hall PTR
5. SOA Design Patterns; Thomas Erl, Prentice Hall PTR

## **Detailed Syllabus of Banking, Financial Services & Insurance Specialisation**

### **Elective-1 Bank Financial Management:**

- Overview Of Financial System
- Introduction To Financial Management In Banks
- Financial Analysis Of Banks
- Management Of Funds: Sources
- Forms Of Bank Investment
- Risk Management
- Estimating/Forecasting Of Risks

### **Suggested Readings:**

1. Practice of Banking Advances by Bedi and Hardikar
2. Law and Practice of Banking by P. N. Varshney and Gopal Swaroop
3. Banking- Theory, Law and Practice by Gordon & Natarajan
4. Banks and Institutional Management by Vasant Desai
5. Foreign Trade and Foreign Exchange by B. K. Chaudhari & O. P. Agarwal

## **Elective-2 Risk Management in Banks:**

- Risk Management: An Overview
- Risk Regulations
- Credit Risk Analysis Of Banking Products
- Market Risk Analysis And Measurement
- Currency Derivatives
- Managing Operational Risk

### **Suggested Readings:**

1. Credit Management, Indian Institute of Banking & Finance. MacMillan Publishers India Limited, 1st edition 2010
2. Risk management, Indian Institute of Banking & Finance. MacMillan Publishers India Limited, 1st edition 2010
3. Risk Management by Dr. G. Kotreshwar

## **Elective-3 Corporate Governance in Banking and Financial Sector**

- Ethics And Business
- Overview Of Corporate Governance
- Regulations And Committees
- Institutional Aspects Of Corporate Governance
- Corporate Social Responsibility
- Governance In Financial Sector

### **Suggested Readings:**

1. Business Ethics and Corporate Governance, S.K.Bhatia
2. Corporate Crimes and Financial Frauds, Dr. Sumit Sharma, New Delhi India
3. Corporate Governance (Indian Edition: Mallin, Christine A., Oxford University press. New Delhi

## **Elective-4 Management of Financial Services**

- Financial Services Markets : An Overview
- Issues In Marketing And Financial Services
- Marketing Of Financial Services : A Conceptual Framework
- Marketing Of Banking Services
- Merchant Banking And Allied Services
- Marketing Of Insurance, Pension Funds And Govt. Securities
- Globalisation And Its Impact On Financial Services Markets

### **Suggested Reading:**

1. K.Sriram, 'Hand Book of Leasing, Hire Purchase & Factoring', ICFAI, Hyderabad, 1992.
2. Bhalla. V.K. – 'Management of Financial Services' – Mnmol, New Delhi, 2001.
3. Bhalla. V.K. and Dilbag, Singh, 'International Financial Centers', New Delhi, Anmol, 1997.
4. Ennew.C. Trevor Watkins & Mike Wright, 'Marketing of Financial Services', Heinemann Professional Pub., 1990.
5. Verma J.C. Trevor Watkins & Mike Wright, 'Marketing of Financial Services', Heinemann Professional Pub., 1990.
6. Kothari V., 'Lease Financing, Hire Purchase including Consumer Credit', Wadhwa and co.1991. 7. Sadhale H., 'Mutual Funds in India', Sage, New Delhi, 1997

## **Detailed Syllabus of Retail Management Specialisation**

### **Elective-1 Retail Operation Management:**

- Evolution & Drivers of Retail in India
- Retail Models of Retail Development
- Customer Relationship Management
- Services Management
- Marketing channel systems

#### **Suggested Readings:**

1. .Swapna pradhan, Retailing Management : Text and Cases. Tata McGraw hill, New Delhi- 2 nd edition, 2006
2. M.Chael hevya and barton.A Weitz,Retail Management, Irwin Mcgraw hill,international edition
3. Judith . W.Kincaid, Customer Relationship Management: Getting it right,Pearson Education, New Delhi, 2003.
4. James.A. Fitzsimms and Mina.J Fitzsimms,Service Management : Operations, Strategy, Information Technology, Tata Mc Grawhill,2006 New Delhi.
5. Christopher Louchock and Jochen Wirtz, Service Marketing: People Technology,Strategy, Pearson Education, New Delhi, 2004.
6. K.Ramamohan Rao, Services Marketing, Pearson Education, New Delhi, 2005.

### **Elective-2 Retail Planning:**

- Retailing, Role, Relevance & Trends: An Overview
- Operations & Finance in Retailing
- Human Resources Management in Retailing
- Legal & compliances for a Retail Store
- Mall Management

### **Suggested Readings:**

1. Retailing Management Text & Cases- Swapna Pradhan- The McGraw Hill Companies
2. Retailing Management -Levy & Weitz- The McGraw Hill Companies
3. Marketing Channel- Bert Rosenbloom- South Western -Thomson
4. Marketing Creating and Keeping Customers in an e-commerce world- William G Zikmund & Michael d Amico- South Western –Thomson
5. Retail Management A Strategic Approach – Barry Berman & Joel R.Evans- The Prentice Hall of India, New Delhi
6. Legal Aspects of Business –Akhileshwar Pathak- The McGraw Hill Companies
7. Top Grading – How Leading Companies Win by Hiring, Coaching and Keeping the Best People- Bradford D Smart- Viva Books Pvt Ltd.

### **Elective-3 Logistics & Sales Promotion**

- Logistic and supply chain management: An Overview
- Marketing strategy, Logistic and customer service
- Crafting and Executing strategy
- Strategic alliances and collaborative partnership
- Sales and distribution strategy
- Negotiation – prospecting and net working

### **Suggested Readings:**

1. G.Raguram and N. Rangaraj, Logistics and supply chain management-Manikam, New Delhi – 2005
2. J . David Viale, Basic of management: From Ware House Viva books, New Delhi,2004
3. R.P. Mohanty and S.G. Supply chain management: Theories and practice, BIZATANTRA – DREAMTEH, New Delhi 2005
4. Arturqa Thompson AJ.Strkkland,john .E.GAMBLE and Arun. K.Jain, Crafting and executing strategy; The quest for competitive advantage, New Delhi2005
5. GUPTA.S.L,Sales and distribution management, New Delhi 1999
6. Akhilmarjatia, Win... for life :I can , I shall , I will.....win , New Delhi

### **Elective-4 Retail Sales Techniques & Promotion**

- Advertising Communications and Promotions
- Promotion Impact on the Marketing Mix
- Tactical Analysis –Strategic analysis to Promotion tactics
- Sales promotion technique
- Retailer Promotions & Consumer Promotions

### **Suggested Reading:**

1. Robert C. Blattberg & Scott A. Neslin -Sales Promotion: Concepts, Methods, and Strategies - Prentice-Hall
2. Paul J Hydzie -Sales Promotion : Strategies That build brands- Illinois Institute of Technology
3. Schulz, William A Robinson & Lisa A Peterson -Sales Promotion Essentials : The 10 Basic Sales Promotion Techniques
4. Julian Cummins & Ruddy Mullin- Sales Promotions How to create , Implement and Integrate Campaigns that really work- Kogan Page
5. Kazmi& Sathish K Batra Advertising & Sales Promotions- Excel Books
6. George e Belch & Michael A Belch- Advertising & Sales Promotions An Integrated Marketing Communications Perspective- Tata Mc Graw Hill
7. Steve Smith- How to Sell More Stuff- Promotional marketing that Really works- Dearborn Trade Publishing

## **Detailed Syllabus of Strategy & Leadership Specialisation**

### **Elective-1 Environment for Strategy & Leadership:**

- Introduction to Strategic Leadership
- Strategic Management and Strategic Competitiveness
- The External Environment
- Competitive Dynamics
- Corporate Entrepreneurship and Innovation

#### **Suggested Readings:**

1. M. Porter, Competitive Strategy, New York, Free Press, 1980.
2. Harvard Business School Cases on Strategic Planning.
3. A. J. Strickland, A. A. Thompson, Jr., J. Gamble, Cases in Strategic Management, McGraw Hill, Boston, 2001.
4. R. S. Kaplan, D. P. Norton, The Strategy Focused Organization, Boston, HBS, 2001.

### **Elective-2 Strategic HRM:**

- Introduction to Human Resource Strategy (HRS)
- Organizational Performance and HRS
- Strategic Human Resource Processes
- New Economic Policy and HRM Strategy
- HRM Strategy for Future

#### **Suggested Readings:**

1. Mabey, Christefer and Salman, Graeme: Strategic Human Resource Management, Beacon Book, New Delhi .
2. Salaman, Graeme: Human Resource Strategies, Sage Publications, New Delhi .
3. Bowman, Cliff: The Essense of Strategic Management, Prentice Hall, New Delhi .
4. Monappa, Arun and Engineer, Mahrukh: Liberalisation and Human Resource Management, Response Books, New Delhi .
5. Starkey, Ken and Mc Kainlyu, alan: Corporate Strategy and Human Resources, Beacon Books, New Delhi
6. Pearce II, John A, and Robinson , Jr. Richard B. : Strategic Management, AITBS Publishers and Distributors, New Delhi.

### **Elective-3 Strategic Marketing Analysis & Planning**

- Marketing as strategy: An Overview
- Marketing implications of Corporate strategy decisions
- Competitive strategies of Strategic Business Units
- Entrepreneurial Marketing
- Marketing Ethics & Sustainable Marketing
- Brand management and integrated approach to Marketing

#### **Suggested Readings:**

1. Marketing Strategies, A contemporary approach by Ranchod & Gurau, Pearson India, 2012.
2. Strategic Marketing by Xavier, Response Books, 2010.
3. Marketing: Planning, Implementation, Control by Pride and Ferrell, Cengage, 2010.
4. Strategic marketing problems: Cases & Comments by Kerin & Peterson, Pearson 2012

### **Elective-4 Global Strategic Management**

- Introduction to Globalisation Localisation and Glocalization
- Market Intelligence and Designing a Global Strategy
- Global Strategic Alliances and Resources
- Designing a Global Organisation
- Globalization, Innovation, and Sustainability

#### **Suggested Reading:**

1. Strategic Management, A Dynamic Perspective -Concepts and Cases – Mason A. Carpenter, Wm. Gerard Sanders, Prashant Salwan, Published by Dorling Kindersley (India) Pvt Ltd, Licensees of Pearson Education in south Asia
2. Strategic Management and Competitive Advantage-Concepts- Jay B. Barney, William S. Hesterly, Published by PHI Learning Private Limited, New Delhi
3. Globalization, Liberalization and Strategic Management - V. P. Michael
4. Business Policy and Strategic Management – Sukul Lomash and P.K Mishra, Vikas Publishing House Pvt. Ltd, New Delhi

- 5.Strategic Management – Fred R. David, Published by Prentice Hall International
- 6.Business Policy and Strategic Management – Dr Azhar Kazmi, Published by Tata McGraw Hill Publications
- 7.Business Policy and Strategic Management- Jauch Lawrence R & William Glueck  
Published by Tata McGraw Hill