

Nirma University
Institute of Management

Master of Business Administration
(Full Time)

Term I

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme
Term - I

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT4CCEF02
Course Title	Financial Accounting and Reporting

Course Learning Outcomes (CLO):

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

1. Explain the significance of Accounting information from the perspective of different users of accounting information.
2. Apply accounting principles, concepts and conventions to record business transactions culminating into a statement of profit and loss, a balance sheet and a statement of cash flows.
3. Identify the relevant information from published financial statements for decision-making.

Syllabus

Teaching Hours

Unit I: Introduction to Accounting <ul style="list-style-type: none"> • Scope of accounting • Accounting concepts, conventions & principles • Users of accounting information 	04
Unit II: Preparation of Financial Statements <ul style="list-style-type: none"> • Accounting Equation & Accounting Process • Statement of profit and loss • Balance Sheet • Cash flow statement 	08
Unit III: Reading Financial Statements from Annual Report <ul style="list-style-type: none"> • Locating and deducing key information from financial statements 	03

Suggested Readings:

1. Anthony, R. N., Hawkins, D. F., & Merchant, K. A. *Accounting Texts and Cases*, McGraw Hill.
2. Narayanaswamy, R. *Financial Accounting: A Managerial Perspective*. Prentice-Hall of India Pvt. Ltd.
3. Bruns, J. Wr. *Financial Accounting and Management Accounting*. Cenage Learning.
4. Horngren, C. T., Sundem, G. L., Elliott, J. A. & Phibrick, D. R. *Introduction to Financial Accounting*. Pearson India Education Services Pvt. Ltd.
5. Arora, R. K. *Financial Accounting Fundamentals, Analysis and Reporting*. Wiley India Pvt. Ltd.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme
Term - I

L	T	PW	C
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Course Code	MFT4CCEF01
Course Title	Economic Analysis for Business Decisions

Course Learning Outcomes (CLO):

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

1. Relate to the economic goals of the firm and their importance in decision making process.
2. Illustrate how concepts of demand, supply and elasticity can be used to analyze the market conditions in which management decisions are made.
3. Identify the relationship between a firm's productivity and its costs.
4. Determine the degree of price competition among the types of markets.

Syllabus

Teaching Hours

Unit I: Introduction to Economic Analysis <ul style="list-style-type: none"> • Overview of Microeconomics • Goals of the Firms • Decision making in Economics 	02
Unit II: Understanding Consumer Behaviour <ul style="list-style-type: none"> • Consumer Choice • Budget Constraint and Indifference Curves 	06
Unit III: Forces of Demand and Supply <ul style="list-style-type: none"> • Basic concepts • Elasticity and its influences on the revenues of the firm. • Managerial Implications 	06
Unit IV: Theory of Production and Cost <ul style="list-style-type: none"> • Economics Analysis of Production Function • Influence of Cost of Production in making decisions 	06
Unit V: Market Structures <ul style="list-style-type: none"> • Perfect Competition and Imperfect Competition • Market power and Pricing decisions • Market Failure 	10

Suggested Readings:

1. Pindyck, R. and Rubinfeld, D., Microeconomics. Pearson India.
2. Mankiw, N. G., Principles of Economics, Cengage Learning.
3. Froyen, R. T. & Greer, D. F., Principles of Economics. Macmillan India.
4. Samuelson, P. A. & Nordhaus, W. D., Economics. McGraw-Hill.
5. Dwivedi, D., Microeconomics. McGraw Hill.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme
Term - I

L	T	PW	C
3	-	-	3

Course Code	MFT4CCMM01
Course Title	Marketing Management-I

Course Learning Outcomes (CLO):

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

1. Explain basic concepts, tools/techniques relevant to marketing management.
2. Explain the complexities of buying behavior
3. Solve the strategic marketing problems faced by marketing managers
4. Develop an insight into marketing mix issues, specifically product and price related issues

Syllabus

Teaching Hours

Unit I: Basic Concepts of Marketing <ul style="list-style-type: none"> • Scope and broadened view of Marketing • Marketing Concepts • Marketing Mix 	07
Unit II: Strategic Planning <ul style="list-style-type: none"> • Segmentation, Targeting & Positioning • Market Strategy Development • Strategic Marketing Planning 	06
Unit III: Customers, Competition and Environment <ul style="list-style-type: none"> • Buyer Behavior (Consumer Buyer Behavior & Business Buyer Behavior) • Marketing Environment • Marketing Intelligence Systems • Dealing with competition 	08
Unit IV: Product and Pricing Strategies <ul style="list-style-type: none"> • Product Policy and Strategy • Pricing Decisions and Pricing Strategies • Emerging Issues in Marketing 	09

Suggested Readings:

1. Kotler, P., Keller, K., Marketing Management (with free Indian Cases Book). Pearson Education.
2. Ramaswamy, V. S., and Namakumari, S., Marketing Management, McGraw Hill Education.

w.e.f. Academic Year 2019-20 and onwards.

NIRMA UNIVERSITY
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Master of Business Administration (Full Time) Programme
Term - I

L	T	PW	C
3	-	-	3

Course Code	MFT4CCOB02
Course Title	Organizational Behaviour

Course Learning Outcomes (CLO):

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

1. Identify different forms of organization and their features and explain their relevance in a particular business context.
2. Examine what makes an organization, how organizations evolve and what makes them effective.
3. Evaluate and examine their own behaviour and that of others in an organizational setting.
4. Appraise their ability to manage, lead and work with other people in an organizational setting.
5. Assess and analyze human behaviour problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems.
6. Develop ethical thinking.

Syllabus

Teaching Hours

Unit I: Individual Behaviour - Personality <ul style="list-style-type: none"> • Personality & Self-Awareness • Personality Measurement • Personality & Interpersonal Relationship • Emotional Intelligence 	6
Unit II: Individual Behaviour – Perception & Attribution <ul style="list-style-type: none"> • Perception • Attitude – Job Satisfaction & Organizational Commitment • Attribution • Ethics & Values 	5
Unit III: Individual Behaviour – Motivation & Personal Effectiveness <ul style="list-style-type: none"> • Motivation Structure & Processes • Motivation – Application • Feedback and Personal Effectiveness 	5
Unit IV: Group Behaviour <ul style="list-style-type: none"> • Power, Empowerment & Influence • Leadership Approaches • Leadership Development • Groups & Group Processes 	11

<ul style="list-style-type: none"> • Decision Making in Groups • Team Building and Development • Conflict and Negotiations 	
Unit V: Organizations and Organizing <ul style="list-style-type: none"> • Organizational Structure & Design • Organizational Culture • Organizational Change & Development 	3

Suggested Readings:

1. Daft, R. L. *Organizational Theory and Design*. New Delhi: Cengage Learning.
2. Khandwalla, P. N. *Organizational Designs for Excellence*. New Delhi: Tata McGraw Hill Publishing Company Limited.
3. Luthans, F.; Luthans, B. C. & Luthans, K. W. *Organizational Behaviour: An Evidenced Based Approach*. USA: Information Age Publishing.
4. Pareek, U. & Khanna, S. *Understanding Organizational Behaviour*. Delhi: Oxford University Press.
5. Robbins, S. and Barnwell, N. *Organization Theory – Concepts and Cases*. Australia: Pearson.
6. Slocum, J.W. Jr & Hellriegel, D. *Principles of Organizational Behaviour*. International Edition. USA: South -Western Cengage Learning.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time)
Term: I

L	T	P	C
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Course Code	MFT4CCOQ02
Course Title	Data Analytics for Managers (DAM)

Course Learning Outcomes (CLO):

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

1. Demonstrate the ability of structuring and analyzing business problems statistically.
2. Identify the applications of quantitative management technique.
3. Apply quantitative methods for effective management decision making process.
4. Develop the ability to perform statistical calculations using computer based statistical software.

Syllabus	Teaching Hours
Unit 1: Descriptive Statistics <ul style="list-style-type: none"> • Introduction to Statistics • Descriptive Statistics 	6
Unit 2: Probability Distributions and Sampling <ul style="list-style-type: none"> • Probability • Probability distributions • Sampling and sampling distributions 	8
Unit 3: Statistical Inference <ul style="list-style-type: none"> • Estimation • Hypothesis testing: tests of significance for population mean 	8
Unit 4: Non-Parametric Test and Regression Analysis <ul style="list-style-type: none"> • Test of independence • Simple correlation and regression analysis 	8

Suggested Readings:

1. Black, K., Business Statistics for Contemporary Decision Making, India: Wiley.
2. Stine, R. A. & Foster, D., Statistics for Business, Pearson.
3. Levin, R. I, Rubin, D. S, Rastogi, S & Siddiqui, M. H., Statistics for Business, Pearson.
4. Bowerman, B.L, O'Connell, R.T & Murphree, E.S., Business Statistics in Practice, Tata McGraw Hill.
5. Keller, G., Statistics for Management and Economics, Cengage Learning.

w.e.f. academic year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme
Term – I and II

L	T	PW	C
1.5x 2	-	-	3

Course Code	MFT4CCOB01
Course Title	Communication for Managers

Course Learning Outcomes (CLO):

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

1. Distinguish between effective and ineffective written communication and **edit one's own written work** based on feedback; and
2. **Develop** an understanding of how **a resume** may be written and how to prepare for an employment interview.

Syllabus

Teaching Hours

Term I	
Unit I: An Introduction to Written Communication <ul style="list-style-type: none"> • Communication process • Individual and interpersonal communication • Managerial writing 	04
Unit II: Structured Problem Solving Process (Part I) <ul style="list-style-type: none"> • Case analysis symptom • Problem diagnosis 	03
Unit III: Specific Types of Workplace Communication <ul style="list-style-type: none"> • Group communication • Correspondence • Formal report writing • Long and short reports 	10
Term II	
Unit IV: Employment Communication <ul style="list-style-type: none"> • Resume writing, • Interview skills 	09
Unit V: Learning Integration <ul style="list-style-type: none"> • Integration and feedback sessions 	04

Suggested Readings:

1. Angell, P. *Business Communication Design: Creativity, Strategies and Solutions*. New York: McGraw-Hill International Edition.
2. Argenti, P. and Janis F. *The Power of Corporate Communication: Crafting the Voice and Image of Your Business*. New Delhi: Tata McGraw-Hill Publishing Company Limited.
3. Berko, R.M., Andrew D.W. and Darlyn R.W., *Communicating: A Social and Career Focus Library*, Boston: Houghton Mifflin Company.
4. Kaul, A. *Business Communication*. New Delhi: Prentice Hall of India Private Limited.
5. Monipally, M.M. *Business Communication: From Principles to Practice*. New Delhi: McGraw Hill.
6. Quintanilla, K.M. and Shawn T.W. *Business and Professional Communication: Keys for Workplace Excellence*. Los Angeles: SAGE.
7. Rao, S.S. *A Handbook for Writers and Editors*. Ahmedabad: Ahmedabad Management Association.
8. Stuart, B.E., Marilyn, S.S. and Laurence, S. *Integrated Business Communication in a Global Market place*. New Delhi: Wiley-India.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time)
Term-I

L	T	P	C
1.5	-	-	1.5

Course Code	MFT4CCOQ01
Course Title	Operations Management -I

Course Learning Outcomes (CLO):

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

1. Define operations function and its strategic dimensions
2. Compare operations functions in service industries viz-a-viz manufacturing industries
3. Demonstrate product and facility design dimensions
4. Examine changing dynamics of operations management

Syllabus Hours	Teaching
Unit I: Introduction to Operations function and its strategic dimensions <ul style="list-style-type: none"> • Concept introduction and historical development of operations management • Functions of operations management • Operations strategy and competitive dimensions 	3
Unit II: Manufacturing processes <ul style="list-style-type: none"> • Designing manufacturing processes • Designing services 	3
Unit III: Product and facility design decisions <ul style="list-style-type: none"> • Product design • Capacity planning • Location decisions and models • Designing facility layout 	7
Unit IV: Contemporary developments into operations management <ul style="list-style-type: none"> • Lean Operating systems • Green and sustainable Operations 	2

Suggested Readings:

1. Russell & Taylor, Operations and Supply Chain Management, Wiley Publication
2. Stevenson William, Operations Management, Mcgraw hill
3. Bedi Kanishka, Production & Operations Management, Oxford University Press
4. Collier Evans, Ganguly, Operations Management - A South-Asian Perspective, Cengage Learning
5. Chase R. B. Shankar Ravi, Jacobs F.R., Operations and Supply Chain Management, McGraw-Hill
6. Gaither N., G Frazier G. Operations Management, Cengage Learning

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Masters of Business Administration (Full Time) Programme
Term-I

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT4CCSM01
Course Title	Business Ethics

Course Learning Outcomes:

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

1. Explain Ethical Theories
2. Examine one's own values & role of ethics in business
3. Evaluate & resolve Ethical dilemmas

Syllabus

Teaching Hours

Unit I: Conceptual Foundation <ul style="list-style-type: none"> • Role of Ethics in Business – Ethics, Social Responsibility & Governance • Sociological Perspectives, Philosophical Perspective (Deontological & Teleological Theories) 	06
Unit II: Ethics in Business Functions <ul style="list-style-type: none"> • Role of Ethics in Marketing, in Finance, in Human Resource Management • Code of conduct & Whistle Blower Policy 	06
Unit III: Ethics and Leadership <ul style="list-style-type: none"> • Leadership & Ethical Decision making • Learning from 'Mahabharat' 	03

Suggested Readings:

1. Manikutty, S., "Being Ethical – Ethics as the Foundation of Business", Random House India.
2. De George, R. T., Business ethics, Pearson Education India

w.e.f. Academic Year 2019-20 and onwards

Title: Managerial Accounting-I; Course Code: MA501; Credit Hour: 1.5

Overview of Accounting; Accounting Equation; Accounting Process; Trial Balance, Preparation of Financial Statements; Accounting Policy Choice: Fair Value Accounting, Income Measurement and Revenue Recognition, Inventory Valuation, Depreciation, Intangible Assets; Deferred Taxes; Consolidation of Financial Statements; Off-balance sheet Items; Ethical Issues.

Title: Managerial Economics; Course Code: EC501; Credit Hour: 3.0

Managerial Economics: An Overview; Demand and Supply: Concepts, Determinants, Curves and Function; Demand and Revenue Analysis; Demand Elasticities; Demand Estimation and Demand Forecasting; Production Analysis; Cost Concepts; Market Structures & Equilibrium of the firm; Game Theory; Pricing and Government Interventions; Pricing Practices, Information Economics; Economics of Uncertainty.

Term-II

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme
Term - II

L	T	PW	C
3	-	-	3

Course Code	MFT4CCEF04
Course Title	Corporate Finance-I

Course Learning Outcomes (CLO):

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

1. Explain the basic finance concepts like profit, fund, cash, time value of money, risk & return, and valuation of securities.
2. Analyze the factors that have bearing on the investment decision.
3. Analyze capital structure and estimate cost of capital.
4. Assess the dividend decision.

Syllabus

Teaching Hours

Unit I: Finance Function and Finance Concepts <ul style="list-style-type: none"> • Finance Function • Goal of Financial Management • Relationship among Profit, Fund and Cash • Time Value of Money 	07
Unit II: Risk, Returns and Valuation of Securities <ul style="list-style-type: none"> • Risk and Returns • Valuation of Bonds • Valuation of Preference shares • Valuation of Equity shares 	07
Unit III: Investment Decision <ul style="list-style-type: none"> • Introduction to investment decision • Non-discounting techniques • Discounting techniques • Cash flow estimation 	07
Unit IV: Capital Structure Decision <ul style="list-style-type: none"> • Cost of capital: Individual securities & Weighted average cost of capital • Capital structure and firm value • Capital structure theories • EBIT-EPS Analysis • Financial Leverage 	06
Unit V: Dividend Decision <ul style="list-style-type: none"> • Forms of dividend • Dividend policy 	03

Suggested Readings:

1. Chandra, P., *Financial Management Theory and Practice*, McGraw Hill Education, New Delhi
2. Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi
3. Ross, S.A., Westerfield, R. F., Jaffe, J., and Kakani, R.K., *Corporate Finance*, McGraw Hill Education
4. Brealey, R., Myers, S., Allen, A. & Mohanty, P. *Principles of Corporate Finance*, New Delhi: McGraw Hill Education

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme
Term - II

L	T	PW	C
3	-	-	3

Course Code	MFT4CCEF03
Course Title	Macro Economics

Course Learning Outcomes (CLO):

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

1. Relate to the basic concepts in macroeconomic variables and their measurements.
2. Explain how the macroeconomic policies operate and affect any economy.
3. Compare the current macroeconomic environment in India and abroad.

Syllabus	Teaching Hours
Unit I: Introduction and Measurement <ul style="list-style-type: none"> • Basic Concepts used in Macroeconomics • Measurement of National income • National Income and Social Welfare 	06
Unit II: Behavioural and Technological Functions <ul style="list-style-type: none"> • Consumption, Investment, Government and Foreign Sector • Money Demand and Money Supply • Aggregate Demand and Aggregate Supply 	10
Unit III: Economic Growth and Fluctuations <ul style="list-style-type: none"> • Models of Economic Growth • Business Cycles and Policy • Classical and Keynesian Models • Open Economy Model 	08
Unit IV: Inflation and Unemployment <ul style="list-style-type: none"> • Economic Effects of Inflation • Measurement of Unemployment • Philips Curve 	06

Suggested Readings:

1. Dornbusch, R., Fischer, S. and Startz, R. Macroeconomics, McGraw-Hill.
2. Gupta, G. S. Macroeconomics, McGraw-Hill.
3. Samuelson, P. A. and Nordhaus, W. D. Economics, McGraw Hill.
4. Abel, A.B., and Bernanke, B.S., Macroeconomics, Pearson Books.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme
Term - II

L	T	PW	C
3	-	-	3

Course Code	MFT4CCEF05
Course Title	Accounting for Decision Making

Course Learning Outcomes (CLO):

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

1. Explain the various concepts of costs and classify the elements of cost based on various classifications.
2. Estimate full cost of a product/service and determine the bases of allocating overhead costs.
3. Analyze the impact of cost, volumes and selling price on profits by applying the concept of relevant cost for decision-making.
4. Formulate master budget as a tool for planning and appraise the actual performance with the help of variance analysis.

Syllabus

Teaching Hours

Unit I: Full Cost & Product Costing Systems <ul style="list-style-type: none"> • Management Accounting: Overview & Scope; • Classification of Costs: Various Concepts of Costs; • Full Cost Calculations: Direct Costs & Indirect Cost; • Traditional Costing System: Allocation of Overheads; • Activity Based Costing & Activity Based Management; • Time Driven Activity Based Costing 	10
Unit II: Use of Relevant Cost for Short Run Decision Making <ul style="list-style-type: none"> • Cost-Volume-Profit Analysis; • Relevant Costs for Short Run Decisions 	10
Unit III: Management Planning and Control <ul style="list-style-type: none"> • Budgetary Control: Operating Budgets & Master Budget; • Variance Analysis: Flexible Budgets, Standard Costing & Variance Analysis; • Management Control Systems: Responsibility Accounting 	10

Suggested Readings:

1. Atkinson, A. A., Matsumura, E. M., Kumar, G., Kaplan, R.S. & Young M. *Management Accounting*. Pearson Education.
2. Horngren, C. T., Datar, S. M. & Foster, G., *Cost Accounting*. Pearson Education.
3. Anthony, R. N., Hawkins, D. F., & Merchant, K. A. *Accounting Texts and Cases*, McGraw Hill.
4. Hilton, R. W. & Platt, D. E. *Managerial Accounting*. McGraw Hill Education.
5. Hansen, D. R. & Mowen, M. M. *Management Accounting*. Cengage Learning.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme
Term - II

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT4CCMM02
Course Title	Marketing Management –II

Course Learning Outcomes (CLO):

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

1. Define and explain the concepts and tools of integrated marketing communication and marketing channel
2. Relate and apply the tools of integrated marketing communication and marketing channel in marketing mix.
3. Apply the concepts of services and rural marketing

Syllabus

Teaching Hours

Unit I: Integrated Marketing Communication <ul style="list-style-type: none"> • Designing and Managing IMC • Managing IMC Tools • Media Management • Managing Digital Communication • Managing Personal Communication 	06
Unit II: Marketing Channels <ul style="list-style-type: none"> • Channel Behaviour and Channel Design • Channel Management Decision • Logistics and Supply Chain • Retailing and Wholesaling 	06
Unit III: Contemporary Marketing <ul style="list-style-type: none"> • Services Marketing • Rural Marketing • Sustainable and Holistic Marketing 	03

Suggested Readings:

1. Kotler, P., Keller, K. L. *Marketing Management*, Pearson Education, New Delhi.
2. Karunakaran, K., *Marketing Management*, Himalaya Publishing House Pvt. Ltd.: Mumbai.
3. Saxena, R., *Marketing Management*. Tata McGraw-Hill Education.
4. Panda, T. K., *Marketing Management: Text and Cases Indian Context*. Excel Books India.
5. Kumar, A., *Marketing Management*. 1E. Vikas Publishing House.
6. Ramaswamy, V. S., & Namakumari, S., *Marketing Management: Global Perspective, Indian Context*. MacMillan.
7. Kotler, P., Armstrong, G. and Agnihotri, P., *Principles of Marketing*, Pearson education, New Delhi

w.e.f. Academic Year 2019-20 and onwards.

NIRMA UNIVERSITY
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Master of Business Administration (Full Time)
Term - II

L	T	P	C
1.5	-	-	1.5

Course Code	MFT4CCOQ03
Course Title	Operations Research (OR)

Course Learning Outcomes (CLO):

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

1. identify some of the widely used operations research techniques and their use for managerial decision making.
2. apply theoretical background and methodological skills to solve organizational decision problems.
3. formulate practical situations into equations and solve these equations to optimize the objective (s).

Syllabus	Teaching Hours
UNIT I Introduction& LP Model <ul style="list-style-type: none"> • Overview of Operations Research Modelling Approach • Formulation and Graphical Solution of Linear Programming Problem (LPP); 	5
UNIT II Post Optimality Analysis <ul style="list-style-type: none"> • Linear Programming Modelling Applications • Duality in LPP • Sensitivity Analysis; 	5
UNIT III Distribution Model <ul style="list-style-type: none"> • Transportation Models: Formulation; N-W Corner Rule; Least Cost Method, Vogel's Approximation Method • Assignment Model; OR Applications Using Spreadsheet. 	5

Suggested Readings:

- Render, Barry, Stair, Ralph M., Hanna, Michael E. and Badri, T. N. Quantitative Analysis for Management. Pearson Education.
- Hillier, Frederick and Hillier, Mark. Introduction to Management Science- A Modelling and Case Studies Approach. Tata McGraw Hill

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme
Term - II

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT4CCIM01
Course Title	Management Information System

Course Learning Outcomes (CLO):

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

1. Explain the importance of determining information system requirements for all management levels by describing the differences between various types of information systems
2. Illustrate knowledge about different technologies used by businesses for decision-making.
3. Analyse and solve business problems using modern productivity tools (e.g. database)

Syllabus

Teaching Hours

Unit I: IS fundamentals for Managers <ul style="list-style-type: none"> • Information Systems Fundamentals • IS and its interface with organizational, managerial and strategic aspects • Types of IS • Enhancing Management Decision making for a Digital Firm: Evolving role of CIO, CTO and CISO • IT Infrastructure Management and Emerging Data Storage Solution, Technology Convergence & Electronic Business 	08
Unit II: Managing IS for a digital enterprise <ul style="list-style-type: none"> • Overview of Enterprise Systems: ERP, KMS, SCM, CRM • IT Project Management • Designing & Developing Information Systems – Various methodologies & frameworks • Contemporary technological innovations: Big Data, Artificial Intelligence, Machine Learning, Cloud Computing • Information Systems Security and Control • Ethical and Social Issues in Digital Firms 	07

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time)
Term-II

L	T	P	C
3	-	-	3

Course Code	MFT4CCOQ04
Course Title	Operations Management-II

Course Learning Outcomes (CLO):

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

1. Define the key factors that determine the appropriate choice of an inventory system
2. Describe the considerations managers make in assessing the risks in a project and calculate the probability of completing a project on time
3. Explain the importance of good quality, the cost of poor quality, how quality management systems have evolved, and learn how to use quality tools in problem solving
4. Evaluate the process capability and explain how SPC can be used as a technique to maintain the quality of products and services.

Syllabus

Teaching Hours

Unit I: Introduction & Project Management Overview and Introduction to the course Project Management Programme Evaluation & Review Technique (PERT) Time Cost Networking Models	6
Unit II: Works Measurement & Quality <ul style="list-style-type: none"> • Job Design • Work Measurement • Quality Management • Quality Costs • Analytical Tools for Six Sigma & Continuous Improvement • Process Capability • Capability Index, Process Control Charts 	6
Unit III: Supply Chain & Forecasting <ul style="list-style-type: none"> • Supply Chain Management, Performance Issues • Supply Chain Design Strategy, Outsourcing, Mass Customization • Forecasting, Demand Management • Qualitative and Quantitative Forecasting Techniques • Forecasting Accuracy Measures 	6
Unit IV: Inventory Management <ul style="list-style-type: none"> • Inventory Management for Independent Demand, Inventory Costs • Multi-period Inventory Systems, Q-models of Inventory Management • Price-Break Models 	6

Unit V: MRP & Scheduling	6
<ul style="list-style-type: none"> • Material Requirement Planning Systems • Operations Scheduling 	

Suggested Readings:

- Chase Richard B., Shankar Ravi, Jacobs F. Robert, (2014), Operations and Supply Management, 14th Edition, Tata McGraw – Hill, New Delhi
- Heizer Jay, Render Barry, Rajashekhar Jagadeesh (2009), Operations Management, 9th edition, Printice Hall, Pearson, New Delhi
- Krajewski, Ritzman, and Malhotra (2008), Operations Management: Process and Value Chains, 8th Edition, Pearson Education
- Gaither and Frazier (2002), Operations Management, 9th Edition, Thomson South Western, Singapore
- Stevenson (1999), Production Operations Management, 6th Edition, Irwin McGraw – Hill, USA

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme
Term - II

L	T	PW	C
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Course Code	MFT4CCHR01
Course Title	Human Resource Management

Course Learning Outcomes (CLO):

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

1. Explain roles and responsibilities of the HRM function.
2. Identify different sub- systems within HRM
3. Outline the contribution of these sub-systems to business and organizations.
4. Distinguish between people management role of HR and non-HR specialist in organizations.

Syllabus

Teaching Hours

Unit I: An Introduction to Human Resources Management	04
<ul style="list-style-type: none"> • Evolution of Human Resources Management; • The Business and Strategic Contexts for HRM 	
Unit II: Employee Selection and Development	08
<ul style="list-style-type: none"> • Manpower Planning and Deployment • Job Analysis, Design and Redesign of Jobs • Recruitment & Selection • Learning and Development 	
Unit III: Managing Employee Performance, Reward and Recognition	08
<ul style="list-style-type: none"> • Individual and team performance management; • Salary and Benefits • Recognising Performance 	
Unit IV: Labour Legislation	05
<ul style="list-style-type: none"> • The Regulatory Framework, • An Overview of Laws related to wages, working & service conditions • Grievance Redressal 	
Unit V: The Macro Concerns About HRM	05
<ul style="list-style-type: none"> • HRM in varied business contexts viz. SMEs, Knowledge Organisations, etc. • Ethics and Ethical Issues in Managing People; Skills and Competencies for Managing Human Resources • The Role of Non-HR Managers in the Human Resource Function • Human Resource Information Systems • Contemporary concerns in HRM 	

Suggested Readings:

1. Snell, S., Bohlander, G., & Vohra, V. Human Resource Management-A South Asian Perspective. Cengage Learning, New Delhi.
2. Bernardin, H. J. Human resource management: An experiential approach. Tata McGraw Hill Publishing Company Limited: New Delhi.
3. Bhatia, S. K. *Constructive Industrial relations and labour Laws*. Deep and Deep Publications.
4. Dessler, G., & Varrkey, B. *Human Resource Management*, Pearson Education India.
5. Fisher C.D., Sconenfeldt, L.F., Shaw, J.B , *Managing Human Resources*, Cengage Learning: New Delhi
6. Mello, Jeffrey. *Strategic Human Resource Management*, Cengage Learning, New Delhi
7. Saiyyadin, Mirza, *Human Resource Management*, Tata McGrawhill: New Delhi
8. Pande, Sharon and Basak, Swapnalekha, Human Resource Management, Vikas Publishing House: New Delhi
9. Singh B.D., *Industrial Relations, Emerging Paradigms*, Excel Books: New Delhi

w.e.f. Academic Year 2019-20 and onwards

Title: Financial Management–I; Course Code: FM501; Credit Hour: 3.0

Functions and Goals; Relationship among Profit, Fund and Cash; **Cash Flow Analysis; Financial Ratio Analysis; Financial Planning**; Working Capital Management: An Overview, Cash Management, Credit Management, Working Capital Financing; **Time Value of Money**; Bond & Stock Valuation; Market Efficiency; Mean Variance Analysis; Asset pricing Models; Introduction to Financial System: Stock Exchanges and Related Institutions; Long Term Finance: Sources & Procedure; Futures and Options.

Title: Managerial Accounting-II; Course Code: MA502; Credit Hour: 3.0

Cost Management: Introduction and Overview; Classification of Costs; Accounting for Overheads; Cost Centres and Activities; **Cost-Volume-Profit Analysis**; Costing Methods; Full vs. Direct Costing; Activity Based Costing and management; **Relevant Costs for Decision Making; Make or Buy' Decisions; Pricing Decisions; Budgetary Control; Variance Analysis**; Management Control Systems: Responsibility Centres and Transfer Pricing; Evaluating a Costing System.

Title: Quantitative Techniques in Management; Course Code: QM501; Credit Hour: 3.0

Introduction to Statistics; Descriptive Statistics; Probability; Probability Distributions; Sampling and Sampling Distribution; Estimation; Simple **Correlation and Simple and Multiple Regression Analysis**; Time Series and Forecasting; Hypothesis Testing; **Tests of Significance**; Parametric and Non-Parametric Tests including Analysis of Variance (ANOVA); Decision Theory.

Term-III

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme
Term - III

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT4CCEF07
Course Title	Corporate Finance-II

Course Learning Outcomes (CLO):

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

1. Analyze financial health of firms.
2. Analyze the factors that have bearing on the management of working capital.
3. Explain the issues involved in the context of international finance, mergers & acquisitions, and financial risk management.

Syllabus

Teaching Hours

Unit I: Financial Ratio Analysis <ul style="list-style-type: none"> Profitability ratios Liquidity ratios Solvency ratios Activity ratios Valuation ratios 	03
Unit II: Working Capital Decisions <ul style="list-style-type: none"> Overview of working capital and operating cycle Estimation of working capital requirement Working Capital Financing Cash Management Receivables Management 	08
Unit III: Special Topics in Financial Management <ul style="list-style-type: none"> Introduction to mergers and acquisitions Introductions to international financial management Introduction to financial risk management Introduction to Economic Value added 	04

Suggested Readings:

1. Chandra, P., *Financial Management Theory and Practice*, McGraw Hill Education, New Delhi
2. Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi
3. Ross, S.A., Westerfield, R. F., Jaffe, J., and Kakani, R.K., *Corporate Finance*, McGraw Hill Education
4. Brealey, R., Myers, S., Allen, A. & Mohanty, P. *Principles of Corporate Finance*, New Delhi: TMH.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme
Term - III

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT4CCEF06
Course Title	Indian Economy in Global Context

Course Learning Outcomes (CLO):

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

1. Explain the performance of Indian Economy in post liberalization era.
2. Analyze socioeconomic issues with respect to global scenario.
3. Discuss the role of global institutions like IMF, World Bank and ADB.

Syllabus

Teaching Hours

Unit I: State of Indian Economy <ul style="list-style-type: none"> • Overview of India's Economic Performance since 1991 • Economic Planning in India • Trends and Patterns of Employment 	04
Unit II: Social Issues and Human Development <ul style="list-style-type: none"> • Health, Education and Poverty • Gender Issues (Gender Sensitization, Gender Budgeting, etc.) • Human Development Indices 	05
Unit III: Indian Economy in a Global Era <ul style="list-style-type: none"> • Role of Different Sectors in Economic Transformation • Global Multilateral Agencies (WTO, IMF & World Bank) and Indian Economy • Regional Trade Agreements (SAARC, EU, NAFTA) 	06

Suggested Readings:

1. Prakash, B. A. (Ed.). *The Indian Economy Since 1991: Economic Reforms and Performance*, Pearson Education India.
2. Panagariya, A. *India: The Emerging Giant*, Oxford University Press.
3. Jalan, B. *India's Economy in the New Millennium: Selected Essays*, UBS Publishers.
4. Misra, S. K., & Puri, V. K. *Indian Economy*, Himalaya Publishing House.
5. Datt, R., & Sundaram, K. P. M. *Indian Economy*, S. Chand Publishing.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time)
Term – III

L	T	P	C
1.5	-	-	1.5

Course Code	MFT4CCOQ05
Course Title	Business Research Methods

Course Learning Outcomes (CLO):

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

1. Summarize the literature Review and Formulate the business problem /opportunity clearly
2. Develop an appropriate research design for a research project
3. Design scientific instrument for collecting data
4. Apply appropriate statistical analytical tools and communicate the findings

Syllabus

Teaching Hours

Unit I: Introduction to Business research and research process	2
<ul style="list-style-type: none"> • Concept definition of business research and its applications into business • Significance of research into business • Research process and research proposal 	
Unit II: Literature review and research problem identification	2
<ul style="list-style-type: none"> • Process of literature review • Design of research problem or opportunity • Identification of research variables • Designing research objectives and hypothesis 	
Unit III: Research design, instrument selection and data collection	4
<ul style="list-style-type: none"> • Types of research designs with instruments • Business applications of various research designs • Types of data and data collection sources • Measurement and scaling 	
Unit IV: Sampling and field work	3
<ul style="list-style-type: none"> • Sampling considerations • Questionnaire design and coding • Overview of SPSS 	
Unit V: Data analysis and report preparation	4
<ul style="list-style-type: none"> • Overview of basic statistical techniques of data analysis and SPSS overview • Overview of Bi-variate and Multi-Variate data analysis techniques • Research writing 	

Suggested Readings:

1. Research Methods for Business: A Skill Building Approach, Uma Sekaran, Roger Bougie

2. Chawla Dipak and Sondhi Neena, Research Methodology-Concepts and Cases, S. Chand & Co Limited
3. Mishra Prahlad, Business Research Methods, Oxford University Press
4. Phanse Sameer, Research Methodology-Logic, Methods and Cases, Oxford University Press,
5. Krishnawamy .K.N.,Sivakumar Appa Iyer, Mathirajan M., Management Research Methodology- Integration of Principles , Methods and Techniques, Pearson Education

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme
Term - III

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT4CCGM01
Course Title	Managing Social Projects

Course Learning Outcomes (CLO):

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

1. Demonstrate an understanding of issues related to managing social change.
2. Identify the nature of organizational effort required to address social issues and concerns.
3. Design and organize meaningful activities for social organisations.

Course Description:

Social projects are initiated by a single volunteer or groups of volunteers, motivated by a social cause. Some of these projects have also grown to become large organizations, professionally managed and operating at national and even international levels. They initiate action and mobilize resources to address diverse social concerns such as elderly and child care, social awareness and literacy, rehabilitation of physically and mentally challenged individuals and environment protection. Such organizations, commonly known as non-government organizations (NGO) or non-profit organizations are business organizations in their own way with a responsibility to deliver their purpose, a process very similar to any other for-profit organization. These organizations are emerging as viable alternatives to governmental initiatives in the developing economies especially in terms of their reach and the nature of social causes addressed by them. They play a vital enabling and supportive role in helping the community deal with the real social concerns. These voluntary or government organizations also therefore have a need for managerial capability and competence, and pose managerial challenges of a different kind.

The MBA programme of the Institute is aimed at preparing students to successfully face the managerial challenges in the corporate world. The Institute also simultaneously believes in its responsibility to the society at large and in its role as a catalyst of social change. This course, Managing Social Projects has been conceived as part of this larger responsibility of the Institute towards the community. As a part of this field course, students work in teams on a project with either a not-for-profit organization or a government intervention in the social sector.

The MSP course is an attempt to align our strategies and activities with the Institute's Values (Respect for individual & Concern for society) and Vision. ("Shaping a better future for mankind by developing effective and socially responsible individuals and organizations")

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Master of Business Administration (Full Time) Programme
Term - III

L	T	P	C
		W	
3	-	-	3

Course Code	MFT4CCSM02
Course Title	Strategic Management

Course Learning Outcomes (CLO):

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

1. Explain business & corporate level strategies and concepts learnt.
2. Develop business & corporate level strategies, concepts learnt in new context/ situations.
3. Apply knowledge of functional areas to enable holistic decisions.
4. Formulate strategy with organizational structure, culture and leadership

Syllabus

Teaching Hours

Unit I: Strategy Formulation and Business level strategies <ul style="list-style-type: none"> • Introduction to strategy, Vision and Mission; • Strategic management process, • External and Internal Environment Analysis; • Business Strategies competitive advantage 	12
Unit II: Situation Analysis and Corporate Strategies <ul style="list-style-type: none"> • Generic Strategies; • Timing; • Positioning; • Scope of operations; • Strategic Growth Options; • Internationalisation, • Co-operative Strategies 	10
Unit III: Strategy Execution and Implementation <ul style="list-style-type: none"> • Strategy execution, • Structure and Culture, • Implementation and Implementation Challenges, • Strategic Leadership 	08

Suggested Readings:

1. Gamble, J., Thompson, A., and Peteraf, M., Essentials of Strategic Management: The Quest for Competitive Advantage, McGraw-Hill/Irwin.
2. Collins, J., and Porras, J.I., Built to Last: Successful Habits of Visionary Companies, HarperCollins.

w.e.f. Academic Year 2019-20 onwards.

NIRMA UNIVERSITY
Institute of Management
Masters of Business Administration (Full Time)
Term III

L	T	P	C
3	-	-	3

Course Code	MFT4CCGM02
Course Title	Business Laws

Course Learning Outcomes (CLO):

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

1. Relate the implications of laws to business.
2. Apply the relevant provisions of law to business.
3. Discuss the laws and entities in Indian business environment.

Syllabus

Teaching Hours

Unit I: Historical Background of Indian Legal System <ul style="list-style-type: none"> • Sources of Business law • Constitution of India – Fundamental right and duties. • Indian legal system structure. • Structure of court in India 	02
Unit II: Law Relating to Contract <ul style="list-style-type: none"> • Nature of contract • Classification of contract • Offer and acceptance • Capacity of parties to contract • Free consent • Consideration • Legality of object • Agreement declared void • Performance of contract • Discharge of contract • Remedies for breach of contract • Contract of Indemnity and Guarantee • Bailment and pledge • Agency 	09
Unit III: Companies Act <ul style="list-style-type: none"> • Types of Organizational Forms (Sole Proprietorship & Partnership, Private & Public Limited Companies, LLPs) and types Companies • Meaning and characteristics of Companies • Memorandum and Articles of Association • Share Capital and Types of Shares • Types of Meetings • Appointment and Remuneration of Directors • Dividend payment, • Corporate Governance, • NCLT and its role in revival of sick companies, Case study 	10

<ul style="list-style-type: none"> • Winding up of Companies 	
Unit IV: Sale of Goods Act and Negotiable Instruments Act <ul style="list-style-type: none"> • Formation of contracts of sale • Goods and their classification • Determination of Price • Conditions and warranties • Definition of negotiable instruments • Features of Promissory note; Bill of exchange & cheque • Dishonour and discharge of negotiable instrument. • Recent Amendments 	05
Unit V: Cyber Security and Consumer Protection <ul style="list-style-type: none"> • Cyber Regulation and Appellate Tribunals • Various cybercrimes and penalties under the Act • Types of IPR • Definition of consumer, goods, services, defect and deficiency • Rights of Consumer • Grievance redressal machinery. 	04

Suggested Readings:

1. Legal Aspects of Business: Daniel Albuquerque – Oxford University Press
2. K.R. Bulchandani, 2014, Business Law for Management 7th edition, Himalya Publishing House
3. Ravinder Kumar, Legal Aspects of Business, Cengage Learning.
4. Kapoor, N.D. Business Law, Sultan Chand & Sons, New Delhi.
5. Tulsian, P.C. Business Law, Taxmann Publications.
6. Gogna, P.P.S. Business Law, New Age Publishing Company
7. Goel, A. Business Law. V K Publications.

w.e.f. Academic Year 2019-20 and onwards

Title: Financial Management–II; Course Code: FM502; Credit Hour: 1.5

Capital Budgeting: Techniques, Cash Flow Estimation, Risk Analysis and Real Options; Cost of Capital; Capital Structure Decision; Dividend Decision; Leasing & Hire Purchase; Value Based Management; Valuation of Companies and Businesses; Mergers and Acquisitions; Issues in International Financial Management: Foreign Exchange Markets, Financial Risk Management and Hedging Mechanism, Corporate Governance.

Title: Research Methodology; Course Code: GM501; Credit Hour: 1.5

Nature and scope of Research Methodology in Business Administration; Philosophies of Research; Assessing the Value and Cost of Information; Scientific Research; Preparing the Request For Proposal(RFP) and the Proposal; Research Process; Problem Formulation; Research Designs: Exploratory, Descriptive and Experimentation; Scaling and Measurement; Scale Construction and Validation; Qualitative Research: Relevance and Methods; Design of Instruments; Sampling Plan; Data Collection: Methods and Field Survey; Data Preparation; Selecting an appropriate statistical technique, Multivariate Data Analysis using SPSS; Discriminant Analysis; MANOVA, Logit and Probit Analysis; Cluster Analysis; Factor Analysis; Conjoint analysis; Multidimensional scaling; Report Writing and Presentation

General Electives

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L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX01
Course Title	Big Data Architecture and Applications

Course Learning Outcomes (CLO):

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

1. Demonstrate an understanding of Big Data and its applications
2. Discover the scope of Big Data in Business
3. Explain Big Data Architecture and Technology

Syllabus

Teaching Hours

Unit I: Big Data Fundamentals <ul style="list-style-type: none"> • Introduction to Big Data and its Business Applications • Hadoop: Distributed File System • Hadoop I/O • Combiners • Developing for Clusters • Map Reduce and it's working; • Types of Map Reduce and Formats • Map Reduce Features 	09
Unit II: Big Data Technologies <ul style="list-style-type: none"> • Hadoop Streaming • Partitioners • Information Retrieval and Models • Query Languages • TF IDF in Map Reduce • Data security and Big Data 	06

Suggested Readings:

1. Erl, T., Khattak, W., & Buhler, P., *Big Data Fundamentals: Concepts, Drivers & Techniques*. Pearson Education.
2. Baesens, Bart., *Analytics in a Big Data World*; Wiley India, New Delhi.
3. Minelli, Michael, Chamber, Michele and Dhiraj, Ambiga., *Big Data Big Analytics*, Wiley India, New Delhi

w.e.f. Academic Year 2019-20 and onwards

Title: Business Forecasting; Course Code: GE501; Credit Hour: 1.5

Introduction to forecasting, A review of basic statistical concepts, exploring data patterns, choosing a forecasting technique, time series & their components, moving average and smoothing methods, ARIMA, leading indicator method, regression with time series data, judgmental elements in forecasting.

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L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX04
Course Title	Conflict Management & Negotiation Skills

Course Learning Outcomes (CLO):

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

1. Explain the fundamental nature of conflict and negotiation.
2. Identify interpersonal components of successful negotiations.
3. Develop skills to manage conflict and negotiate in the real world through practice in simulated situations.

Syllabus

Teaching Hours

Unit I: Conflict Management – An Introduction <ul style="list-style-type: none"> • Understanding Conflict • Antecedent Conditions to Conflicts in Organizations • Conflict Management Styles • Resolving Conflicts – Strategies and Systems • Managerial Skills And Competences for Effective Conflict Resolution 	05
Unit II: Negotiation Skills – An Introduction <ul style="list-style-type: none"> • Introduction to Negotiation as a Decision Making Process • The Process of Negotiation; Planning & Preparing to Negotiate • Internalizing Negotiating Processes • Managing Negotiations in the Following Contexts: Cross Functional Coordination; Marketing Relations; International Business; Labour-Management Relations • Intangibles in Negotiation: Power; Time and Information • Post Negotiation Phase • Ethical Considerations in Negotiation 	10

Suggested Readings:

1. Acuff, F. L., How to Negotiate Anything with Anyone Anywhere Around the World. Amacom.
2. Bolton, R., People Skills: How to Assert Yourself, Listen to Others, and Resolve Conflicts. New York: Touchstone.
3. Fisher, R., & Ury, W., Getting to Yes: Negotiating an Agreement Without Giving In. RHUK.
4. Lewicki, R. J., Saunders, D. M. & Minton, J. W., Essentials of Negotiation. Boston: McGraw-Hill Irwin.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
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L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX06
Course Title	Cyber Security

Course Learning Outcomes (CLO):

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

1. Evaluate the relevance of information security for the organization.
2. Explain the information security threats to modern technological developments
3. Plan and identify suitable mechanisms to protect the information assets of an organization.

Syllabus

Teaching Hours

Unit I: Cyber security fundamentals <ul style="list-style-type: none"> • Introduction to Cyber Security • Threats to Information Resource • Security under Cloud & Mobility Environment, • Embedded Systems Security • Risk Analysis and Mitigation • Security in System development and deployment • Business Continuity Planning • Backup and Recovery Strategies 	08
Unit II: Contemporary advances in cyber security <ul style="list-style-type: none"> • Cyber Resilience • Digital Signature & Certificates • Social Networks Security Planning • Security Audit • Security Policy • Standards and Regulations for cyber security- GDPR, HIPPA, Srikrishna committee on data protection. 	07

Suggested Readings:

1. Merkow, M. S., & Breithaupt, J. Information Security: Principles and Practices. Pearson Education, New Delhi
2. Stallings, W., & Brown, L. Computer Security. Principles and Practices. Pearson Education
3. Pfleeger, C. P., & Pfleeger, S. L. Security in Computing. Pearson Education

w.e.f. Academic Year 2019-20 and onwards

Title: Design Thinking; Course Code: GE538; Credit Hour: 1.5,
Understanding User, User Experiences, **Problem Identification & articulation,** Creative Problem Solving, **Ideation,** innovation tools i.e. SCAMPER, Prototyping for innovative solution, pitch for enthusing other for the idea.

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L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX08
Course Title	E-Commerce: Opportunities & Challenges

Course Learning Outcomes (CLO):

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

1. Explain e-Commerce and understand its opportunities and challenges
2. Relate legal and ethical issues with e-Commerce
3. Compare and contrast various business models of e-Commerce

Syllabus

Teaching Hours

Unit I: E-Commerce Models <ul style="list-style-type: none"> • Business Models and e-commerce • e-commerce Strategy • Supply Chain Management and e-commerce 	08
Unit II: Socio-Technological Aspects of E-Commerce <ul style="list-style-type: none"> • Electronic Payment Systems • Mobile Computing and Commerce • Social e-commerce and Other Issues in E-Commerce • e-commerce Security and Controls • Legal and Ethical Issues in E-Commerce 	07

Suggested Readings:

1. Laudon K.C., Traver G.C., E-Commerce: Business, Technology, Society, Pearson India Education Services Pvt. Ltd.
2. Turban, E., King, D., Lee, J., Liang, T. P., and Turban, D., Electronic Commerce: A Managerial and Social Networks Perspective. Upper Saddle River, NJ: Pearson/Prentice Hall.

w.e.f. Academic Year 2019-20 and onwards

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Master of Business Administration (Full Time) Programme

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX09
Course Title	Emotional Intelligence

Course Learning Outcomes (CLO):

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

1. Define leadership and the features of an effective leadership style.
2. Explain the relationship between leadership style and the delivery of business results.
3. Explain the consequences of effective people management in building and sustaining organisations.
4. Evaluate their own potential as future business leaders.
5. Construct an individual action plan for their own leadership development.

Syllabus

Teaching Hours

Unit I: Introduction to Emotional Intelligence <ul style="list-style-type: none"> • Emotional Intelligence: Introduction • Self-Awareness and Self-Assessment • Self -Management 	06
Unit II: Improving Emotional Intelligence & Interpersonal Effectiveness <ul style="list-style-type: none"> • Motivation and Achievement • Personal Competence • Social Competence • Personal Values and Emotional Intelligence 	05
Unit III: Applying Emotional Intelligence <ul style="list-style-type: none"> • Emotional Intelligence and Management of Change • Emotional Intelligence and Work Life Balance • Nurturing Workplace Relationships 	04

Suggested Readings:

1. Abraham, R., Emotional Intelligence in the Workplace: A Review and Synthesis. In R. Schulze and R.D. Roberts, Emotional Intelligence an International Handbook (255 - 270). Cambridge: Hogrefe and Huber Publication.
2. Cooper, R.K., & Sawaf, A., Executive EQ: Emotional intelligence in leadership and organizations. New York: A Perigee Book
3. Engelberg, E., and Sjoberg, L., Emotional Intelligence and Interpersonal Skills. In R. Schulze and R. D. Roberts (Eds.). Emotional Intelligence an International Handbook (289 - 308). Cambridge: Hogrefe and Huber Publication.
4. Goleman, D., Emotional Intelligence: Why it can matter more than IQ. New Delhi: Bloomsbury Publishing India Private Limited.

5. Goleman, D., Working with Emotional Intelligence. New Delhi: Bloomsbury Publishing India Private Limited.
6. Mayer, J. D., Emotion, Intelligence, and Emotional Intelligence. In: Forgas, J.P. Handbook of Affect and Social Cognition. Mahwah, NJ: Erlbaum Associates, Publishers.
7. Mayer, J.D., & Salovey, P., What is Emotional Intelligence? In P.Salovey & D. Sluyter. Emotional Development and Emotional Intelligence: Implications for Educators. New York: Basic Books.

w.e.f. Academic Year 2019-20 and onwards

Title: Entrepreneurship-New Venture Creation; Course Code: GE519; Credit Hour: 1.5,
Module 1: Understanding the entrepreneur and the entrepreneurship process: Concept, role in economic development, **Entrepreneurial competencies**, the early career dilemmas of an entrepreneur, Entrepreneurial and Intrapreneurial mind, International entrepreneurship opportunities.
Module 2: Creativity, opportunity evaluation & financing the startup: Emerging Business Opportunities, **sources and assessment. sources of external finance**, short term as well as long term. **Informal risk capital and venture capital**.
Module 3: The process of entrepreneurship (start-up), marketing and operations: Institutional support to start up and incentives for SSI, Key marketing issue of new venture, Starting a franchising business, **Starting an e-commerce venture**, Buying a running business.
Module 4: Developing a business plan: Business Plan: Concepts Methods, analysis and interpretation

Title: Green Business; Course Code: GE507; Credit Hour: 1.5

Introduction to Green Business, Sustainability: Historical overview, Corporate citizenship: Social Responsibility; **Business Logic Sustainability: Renewable and Non-Renewable Resource**; Green Business prospects; **Creating Green Business Model; Green Supply Chain**; Waste Disposal and Recycling; **Green Business Practices; Profit in Triple bottom line**.

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L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX16
Course Title	Indirect Taxation

Course Learning Outcomes (CLO):

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

1. Explain the basic concepts and provisions of indirect taxes.
2. Explain taxability, exemptions and input tax credit under GST.
3. Assess indirect taxes in commercial transactions.

Syllabus

Teaching Hours

Unit I: Goods and Service Tax <ul style="list-style-type: none"> • Introduction • Basic Concepts and Definitions • SGST, CGST and IGST • Taxability and Exemptions for goods and services under GST • Input Tax Credit • Overview of Reverse Charge Mechanism • Overview of Procedural Aspects 	12
Unit II: Customs <ul style="list-style-type: none"> • Basic Concepts and Charge of Duty • Classification and Tariff • Types of Custom Duties 	03

Suggested Readings:

1. Datey, V.S., *GST*. Taxmann Publication.
2. Datey, V.S., *Customs Law Practice and Procedures*. Taxmann Publication.
3. Sodhani, V. & Sodhani, D., *GST Manual with GST Tariff*. Snow White Publications Pvt. Ltd.
4. Subramanian, P.L., *Guide to GST with GST Rates*. Snow White Publications Pvt. Ltd.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
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Masters of Business Administration (Full Time) Programme

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX17
Course Title	Industry Analysis

Course Learning Outcomes (CLO):

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

1. Identify the key environmental factors shaping an industry
2. Demonstrate ability to use tools and methodologies for performing analysis for various types of industries
3. Develop a detailed professional report of Industry Analysis conducted.

Syllabus

Teaching Hours

Unit I: Overview and Classification <ul style="list-style-type: none"> • An overview of the various types of industries • Industry and sector classifications 	05
Unit II: Industry Growth and Evolution <ul style="list-style-type: none"> • Industry life cycle analysis • Development of an industry • The impact of regulation on industry structure • Technological change and industry structure 	05
Unit III: Conducting Industry Analysis <ul style="list-style-type: none"> • Tools and techniques for Industry analysis • Preparation of a professional report on Industry analysis 	05

Suggestion Readings:

1. Porter, M. E., Competitive strategy: Techniques for analyzing industries and competitors. Simon and Schuster.
2. Fleisher, C. S., & Bensoussan, B. E., Strategic and competitive analysis: methods and techniques for analyzing business competition (p. 457). Upper Saddle River, NJ: Prentice Hall.

w.e.f. Academic Year 2019-20 and onwards

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L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX18
Course Title	Innovation Management

Course Learning Outcomes (CLO):

After successful completion of the course, student will be able to:

1. Determine the core issues in management of innovation and develop relevant skills needed to manage innovation at both strategic and operational levels.
2. Develop firm specific competencies and cultures for an innovative organization
3. Formulate innovation management strategies for the organizations

Syllabus

Teaching Hours

Unit I: Context and search for Innovation <ul style="list-style-type: none">• What is innovation and why does it matter• Innovation as a process• Developing Innovation strategy• Sources of innovation• Decision making process in innovative organizations• Building the innovation case	05
Unit II: Implementing Innovation Management Strategies <ul style="list-style-type: none">• Innovation within product and services• Climate for sustained innovation	05
Unit III: Capture and Measure Innovation Management Performance <ul style="list-style-type: none">• Capturing benefits and learning from innovation• Innovation performance	05

Suggested Readings:

1. Trott, P., Innovation management and new product development. Pearson education.
2. Afuah, A., Innovation management: strategies, implementation and profits, Oxford University Press

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX19
Course Title	Introduction to Econometrics

Course Learning Outcomes (CLO):

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

1. Develop an understanding about the basic concept and tools in Econometrics.
2. Evaluate the issue which arises in the formulation, validation and use of econometric model.
3. Interpret the empirical results.

Syllabus

Teaching Hours

Unit I: Introduction to Business Forecasting <ul style="list-style-type: none"> • Introduction to Econometrics • Ordinary Least Square Method • Regression Analysis 	07
Unit II: Econometrics Models <ul style="list-style-type: none"> • Two Variable Model: Hypothesis Testing, • Multiple Regression Model: Hypothesis Testing • Functional Forms • Dummy Variables Regression Models • Model Selections: Criteria and Testing • Multicollinearity, Heteroscedasticity, Autocorrelation 	08

Suggested Readings:

1. Greene, William H., *Econometric Analysis*, Prentice-Hall, Inc.
2. Gujarati, D. N. & Sangeetha, *Basic Econometrics*, McGraw Hill, New Delhi.
3. Maddala, G.S. *Introduction to Econometrics*, John Wiley & Sons, Inc.
4. Ramanathan, Ramu, *Introductory Econometrics: With Applications*, Thomson Asia,
5. Wooldridge, Jeffrey M., *Introductory Econometrics: A Modern Approach*, South-Western College Publishing.

w.e.f. Academic Year 2019-20 and onwards

Title: Managerial Implications of Globalization; Course Code: GE522; Credit Hour: 1.5

Globalisation and global market - Overview, Different dimension of globalisation, challenges of globalisation, Global political, legal, socio-Cultural, economic environment, India and globalisation, Globalisation vs regionalisation, European Union, Euro Zone, NAFTA, Regional Blocks in Africa, Latin America, Emerging economies, IMF: structure, function, World Bank: Structure and Functions, multilateral trade related institutions.

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme
General Elective

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX21
Course Title	Managing Global Markets

Course Learning Outcomes (CLO):

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

1. Explain key concepts related to global markets.
2. Analyze global business environment.
3. Develop global market strategies.

Syllabus

Teaching Hours

Unit I: Global Markets Introduction <ul style="list-style-type: none"> • Introduction to Global markets • Globalization: Concepts & Its Implications 	2
Unit II: Global Business Environment <ul style="list-style-type: none"> • Cultural Factors • Political, Economic and Legal Factors • Competitions • Opportunities & Market Selection 	4
Unit III: Entry And Sourcing Strategies <ul style="list-style-type: none"> • Entry Strategies • Sourcing Strategies • Strategic Partnership 	3
Unit IV: Marketing Strategies <ul style="list-style-type: none"> • Product & Branding Strategies • Pricing Strategies • Distribution Strategies • Promotion Strategies 	6

Suggested Readings:

1. Dutta, G., Global Marketing. Pearson Education India.
2. Inkpen, A., & Ramaswamy, K., Global Strategy: Creating and Sustaining Advantage Across Borders. Oxford University Press, New York.
3. Yip, G.S., Total Global Strategy: Managing for Worldwide Competitive Advantage. Prentice Hall, New Jersey.
4. Keegan, W. J., & Bhargava, N.K., Global marketing management: Pearson Education, New Delhi.

5. Cateora, P. R., Graham, J.L., & Salwan, P., International Marketing. Tata McGraw-Hill Education, New Delhi.

w.e.f. Academic Year 2019-20 and onwards.

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX23
Course Title	MARKSTRAT Simulation

Course Learning Outcomes (CLO):

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

1. Identify the complexities of marketing decision making
2. Relate marketing concepts, tools, and techniques to marketing decisions
3. Solve marketing problems in a competitive environment

Syllabus

Teaching Hours

Unit I: Introduction <ul style="list-style-type: none"> Introduction to MarkStrat 	02
Unit II: Simulation Rounds <ul style="list-style-type: none"> Segmentation, Targeting, Positioning Decisions New product launch Decisions Product Mix Decisions; Distribution Decisions; Pricing Decisions; Sales Force Decisions; Communication Decisions Marketing Plan 	10
Unit III: Debriefing <ul style="list-style-type: none"> Debriefing 	03

Suggested Readings:

1. MARKSTRAT® Online Student Handbook
2. Kotler, P., & Keller, K. L., Marketing Management. New Delhi: Pearson.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX24
Course Title	Personal Finance

Course Learning Outcomes (CLO):

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

1. Explain the factors affecting the personal financial plans.
2. Analyze different loan proposals.
3. Evaluate different savings and investment products.

Syllabus

Teaching Hours

Unit I: Overview of Personal Financial Planning <ul style="list-style-type: none"> • Factors: Time Value of Money, Return, Risk, Liquidity • Planning Premises and Process 	02
Unit II: Raising and Managing Loans <ul style="list-style-type: none"> • Housing Loan • Automobile Loan • Educational Loan • Personal Loan 	04
Unit III: Savings and Investments <ul style="list-style-type: none"> • Savings Schemes • Investment Avenues, Risk-Return Analysis • Insurance: Life Insurance, Health Insurance, Property Insurance • Savings and Investments: Planning for Retirement • Savings and Investments: Tax Planning 	09

Suggested Readings:

1. Keown, A. J., *Personal finance*. Pearson.
2. Kapoor, J. R., Dlabay, L. R., & Hughes, R. J., *Personal Finance*. Irwin.
3. Garman, E. T., & Forgue, R., *Personal Finance*. Cengage Learning.
4. Swart, N., *Personal Financial Management*. Juta and Company Ltd.
5. Evensky, H., Horan, S.M., Robinson, T. R., Ibbotson R., *The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets*. New Delhi: Wiley India Pvt. Ltd.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX25
Course Title	Personal Taxation

Course Learning Outcomes (CLO):

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

1. Explain basic concepts and provisions of personal tax.
2. Identify investments for tax planning.
3. Assess individual tax liability under Income Tax Act, 1961.

Syllabus

Teaching Hours

Unit I: Introduction <ul style="list-style-type: none"> • Direct Tax and Indirect Tax: Meaning & Difference • Basic Concepts and Definitions • Residential Status of an Individual and Tax Incidence 	02
Unit II: Income under the Head Salaries, House Property and Other Sources Salary: - <ul style="list-style-type: none"> • Concept and Base of Charge; Allowances; • Perquisites – Overview; Deductions; • Overview of Provisions for Tax Deducted at Source from Salary House Property: - <ul style="list-style-type: none"> • Basis of Charge • Computations of Income: Self Occupied, Let Out • Deductions Income from Other Sources: - <ul style="list-style-type: none"> • Basis of Charge – Dividend, Interest, Rent and Gifts • Overview of Provisions for Tax Deducted at Source from Interest 	10
Unit III: Deductions, Income Tax Liability and Return Filing <ul style="list-style-type: none"> • Deductions available u/s 80C, 80D, 80E, 80TTA and 80TTB • Computation of Tax Liability of an Individual • Overview of Procedure of filing Income Tax Return 	03

Suggested Readings:

1. Taxmann, *Employees: How to Save Income Tax*. Taxmann Publication.
2. Manoharan, T. N. & Hari, G. R., *Students' Handbook on Taxation*. Snow White Publications Pvt. Ltd.
3. Singhania, V. K. & Singhania, M., *Students' Handbook on Income Tax including GST*. Taxmann Publication.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX26
Course Title	Presentation Skills

Course Learning Outcomes (CLO):

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

1. Identify the strengths and weaknesses of their individual communication styles and refine their performance
2. Create professional business presentations.
3. Design and present with style, flair and confidence.
4. Develop public speaking skills.

Syllabus

Teaching Hours

Unit I: Fundamentals of Presentations	02
<ul style="list-style-type: none"> • Fundamentals of Presenting • Effective Presenters 	
Unit II: Preparing the Presentation	04
<ul style="list-style-type: none"> • Analyzing the Purpose and Audience • Coping with Stage Fright & Engaging the Audience 	
Unit III: Delivering the Presentation	06
<ul style="list-style-type: none"> • Structuring the Presentation • Delivering the Presentation (Beginning, Body, Conclusion, Body Language) • Handling Q & A • Use of Technology in Presentations 	
Unit IV: The Art of Public Speaking	03
<ul style="list-style-type: none"> • Speeches & Public Speaking 	

Suggested Readings:

1. Croft, C., Presentation Skills: How to Give Great Talks Without Fear. Chris Croft Training.
2. Palmer, P., Presentation Skills: Portraying Confidence, Answering Tricky Questions & Structuring Content. CreateSpace Independent Publishing Platform.
3. Weiss, M., Presentation Skills: Educate, Inspire and Engage Your Audience. Business Expert Press

w.e.f. Academic Year 2019-20 and onwards

Title: Public Finance; Course Code: GE506; Credit Hour: 1.5

Understanding a Nation's Fiscal Architecture, Taxation and Public Expenditure Policy, Market Efficiency and Market Failure, Government Interventions; Rationale and Magnitude, Fiscal Stimulus Package, Financial Inclusion, Social Protection Policies, Fiscal Consolidation, Sovereign Debt Crisis and Bailouts, Externalities and Government Policy, Public Goods and Free-riders, User Charges, Public-Private Partnerships (PPP).

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX29
Course Title	Social Media and Business

Course Learning Outcomes (CLO):

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

1. Identify role and scope of social media in planning business strategies.
2. Develop social media strategy for business
3. Assess social media platforms to achieve business objectives effectively.

Syllabus

Teaching Hours

Unit I: Overview of Social Media and Business <ul style="list-style-type: none"> • Introduction to Social Media • Importance of Social Media for Business 	03
Unit II: Strategy for Social Media and Business <ul style="list-style-type: none"> • Technologies and platforms and its impact on business • Social Media innovation in influencing business • Role of Social Media on crisis communication 	06
Unit III: Measuring Social Media Strategy <ul style="list-style-type: none"> • Social Media Metrics for business • Ethics and Privacy issues in Social Media • Integrated approach to social media and business 	06

Suggested Readings:

1. Dodson, I., The art of Digital Marketing, Wiley.
2. Gupta, S., Digital Marketing, McGraw Hill Education.
3. Singh, P., Bhatia, Fundamentals of Digital Marketing. Pearson.
4. Ganis, M., and Kohirkar, A., Social Media Analytics, Pearson.
5. Powell, G., Groves, S., and Dimos, J., ROI on Social Media, Willey.

w.e.f. Academic Year 2019-20 and onwards

Title: Sports Management; Course Code: GE511; Credit Hour: 1.5

Introduction to Sports Management, Environment Scanning and Strategy Formulation for Sports Organizations, Stakeholder Relations Management in Sports Organization Development, Sports Marketing and Promotion Strategies, Media Relations Management for Sports Development, Sports Operations Management, Funds Generation and Revenue Management, Competitive Events Management, Sponsorship and Endorsement Management, Sports Analytics and Impact of Technologies in Sports, Current Issues and Trends in Sports

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Master of Business Administration (Full Time) Programme

L	T	PW	C
1.5	-	-	1.5

Course Code	MFT5GEXX31
Course Title	Talent Engagement and Management

Course Learning Outcomes (CLO):

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

1. Explain the meaning of talent engagement and management
2. List the features of specific talent engagement and management programmes
3. Make use of talent engagement and management strategies in an organisation context

Syllabus

Teaching

Hours

Unit I: Talent Engagement <ul style="list-style-type: none"> • Concept, Characteristics of Engaged Employees, • Engagement challenges, • The Cost of Low Employee Engagement, • Engagement Levels, Measuring Employee Engagement, • Talent engagement framework, drivers of engagements, • Talent engagement strategies, • Talent Dialogue approach to employee engagement. • Building a Culture of engagement 	08
Unit II: Talent Management <ul style="list-style-type: none"> • Introduction –talent management and the concept of human capital, • Talent management model/s • Talent management implications • Various standard practices and talent management methodologies. • Talent Management Challenges • Employee value proposition, • Talent Management in India- strategies adopted in various Indian organisations 	07

Suggested Readings:

1. CIPD, Creating an Engaged Workforce: Findings from the Kingston Employee Engagement Consortium Project. London: CIPD.
2. CIPD, Talent management: Understanding the dimensions, London: CIPD.
3. Cleland, A., Mitchinson, W. and Townsend, A. Engagement, Assertiveness and Business Performance - A New Perspective. Charlbury: I. C. Ltd.
4. Colvin, G., Talent is overrated. London: Nicholas Brealey.
5. Rutledge, T., Getting engaged. Toronto, Mattanie Press.
6. Schweyer, A., Talent management systems, Wiley.

w.e.f. Academic Year 2019-20 and onwards

Term-IV

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time)
Elective : Information Management Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEIM03
Course Title	Business Intelligence

Course Learning Outcomes (CLO):

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

1. Define the strategic importance of BI technologies in modern enterprises
2. Elaborate on the ecosystem that enables the use of BI
3. Choose the appropriate BI tools for resolving business issues

Syllabus

Teaching

Hours

Unit I: Introduction to Business Intelligence <ul style="list-style-type: none"> • Introduction to Business Intelligence (BI) • Information Technology and BI • Information and Knowledge management (Executive Information System) • Applying adaptive business intelligence • BI as a competitive differentiator • BI Strategies 	10
Unit II: Technology and BI <ul style="list-style-type: none"> • Enterprise Data Warehousing • Introduction to enterprise data warehouse • Characteristics of EDWH • OLTP Vs OLAP Databases • Fact Table Vs Dimension Table • Concepts of Schemas • ETL and Business Reporting tools • Data Cleaning, Data Integration and Transformation • Data Reduction-implementing approaches for data warehouse, Data marts • Data Visualisation 	10
Unit III: Applications of BI <ul style="list-style-type: none"> • Defining business intelligence strategy • Four critical dimensions and Five levels of maturity in information evolution mode • Introduction to Prediction methods • Models and optimization techniques for businesses 	10

Suggested Readings:

1. Sharda, R., Delen, D., & Turban, E., Business Intelligence: A Managerial Perspective on Analytics. Prentice Hall Press.
2. Howson, C., Successful Business Intelligence. Tata McGraw-Hill Education.
. w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEMM03
Course Title	Consumer Behaviour

Course Learning Outcomes (CLO):

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

1. Identify the relevance of studying Consumer Behavior and its implications in developing marketing strategy
2. Explain the dynamic nature of consumer psychology and ethics in developing marketing strategy
3. Analyze the implications of the culture, cross-culture, social class, reference group influence on consumers buying decision making process

Syllabus

Teaching Hours

Unit I: Consumer Behaviour & Marketing Strategy <ul style="list-style-type: none"> • Determinants of consumer behavior • Managing Customer Value • Consumer Decision Making Process and models • Customer Loyalty • Consumerism and Customer Satisfaction • Post-purchase Processes • Consumer Research 	8
Unit II: Micro Factors Influencing Consumer Behaviour <ul style="list-style-type: none"> • Consumer Motivation • Personality, Attitudes, Self- Concept, Lifestyle, and consumer behaviour • Marketing Strategy & Behaviour • Consumer Perception, Involvement, Learning, Memory and the Marketing Strategy 	11
Unit III: Macro Factors Influencing Consumer Behaviour <ul style="list-style-type: none"> • Cultural and sub cultural influences on consumer behaviour, Social Class, Reference Group and Consumer Behaviour • Diffusion of Innovations and the adoption process • Communication and Consumer Behaviour 	11

<ul style="list-style-type: none"> • Family Decision Making and models • Online Consumer Behaviour 	
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Suggested Readings:

1. Schiffman, L.G., Kanuk, L. L & Kumar, K., Consumer Behaviour, Pearson, New Delhi
2. Henry, A., Consumer Behavior and Marketing Action, Indian reprint, Cengage Learning India Private Limited, New Delhi
3. Hawkins, D.I., Motherbaugh, D.L., and Mookerjee, A., Consumer Behavior Building Marketing Strategy, Tata McGraw Hill Publishing Company Limited, New Delhi
4. Paul, P. J., and Olson, J.C., Consumer Behaviour and Marketing Strategy, Tata Mc-Graw Hill, Indian Adapted Edition, New Delhi

w.e.f. Academic Year 2019-20 and onwards

Title: Data Analysis; Course Code: OM-613; Credit: 3.0

Overview of Statistical software R and SPSS, Data Management in R, Programming in R, Univariate analysis and graphical presentation for categorical & continuous variables, Simple Linear Regression and Analysis of variance, Multiple Linear regression, Logistic regression, Time Series Analysis.

NIRMA UNIVERSITY
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Master of Business Administration (Full Time) Programme/
Elective: Information Management Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEIM07
Course Title	Enterprise Resource Planning

Course Learning Outcomes (CLO):

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

1. Identify various socio-technical issues faced during implementing ERP.
2. Relate ERP with other enterprise applications.
3. Analyze and make a business case for ERP.
4. Compare various ERPs to decide appropriate product for their organization

Syllabus

Teaching hours

Unit I: Strategic Perspective of ERP <ul style="list-style-type: none"> • Introduction to ERP • Advantages of ERP • ERP as a Business Strategy • Business Process and Business Modelling • ERP as a Business Perspective (Manufacturing, Services etc.) • Nature of Enterprise • Business Process Re-engineering and its Relation with ERP 	15
Unit II: ERP Implementation Process <ul style="list-style-type: none"> • ERP Architecture and Modern Technology Trends (On Demand, Cloud, Open Source) • Modules of ERP • ERP Implementation Process • Role of Vendors • Consultants and Users • ERP as a Basic Building Block for Other Enterprise Applications like SCM, CRM, KM, E-Commerce, BI 	15

Suggested Readings:

1. Monk, E. & Wagner, B., Concepts in Enterprise Resource Planning. Cengage Learning India Pvt. Ltd.
2. Ray, R., Enterprise Resource Planning. Tata McGrawHill India, New Delhi
w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective: General Management Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEGM02
Course Title	Export Import Management

Course Learning Outcomes (CLO):

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

1. Explain the concepts and knowledge required for managing export imports business.
2. Apply the basic concepts and required skills in Estimating Export Market Potential
3. Make use of conceptual knowledge export import operations such as the use of international commercial terms, documentation, payment terms and risks management system and analyze implications of GATT/WTO system for export import business

Syllabus

Teaching Hours

Unit I: Overview of the Export Import Environment <ul style="list-style-type: none"> • The Basics of Export Marketing Strategy – Export what, where, how and Environment for Export /Import • Selection of Export Products and Market Identification • The Export Market Research • The Market entry (Modes) - Overseas Selling • Prerequisites to Exports and Imports 	12
Unit II: Appointing Overseas Agents, EX-IM Documentation, Pre-shipment Inspection for Quality Control <ul style="list-style-type: none"> • Appointment of Overseas Agents and Remittance of Commission • EX-IM Documentation, Registration / memberships, etc. under Foreign Trade Policy • Pre-shipment Inspection and Quality Control 	5
Unit III: Export and Assistance Facilities under India's Foreign Trade Policy – Duty Exemption Schemes <ul style="list-style-type: none"> • An Overview of India's Foreign Trade • Export Promotion Capital Goods Scheme 	5

<ul style="list-style-type: none"> • Duty Drawback • Advance Authorisation and Duty Free Import Authorisation • Export Houses, Export Oriented Units EOUs, EHTPs, STPs, BTPs, SEZs, etc. • Marketing Development Assistance and International Trade Fairs and Exhibitions 	
Unit IV: Payment Terms, Export Pricing & Commercial Terms and Export Finance & Risks <ul style="list-style-type: none"> • Export Import Payment Terms and FE – Related Risks • International Commercial Terms • Pre - shipment and Post - shipment Finance • Marine Insurance • Export Credit Guarantee Insurance 	5
Unit V: GATT / WTO; ICC and ICA Dispute Resolutions Forums <ul style="list-style-type: none"> • Managing Export and Import under the GATT/WTO System (WTO System – GATT, GATS and TRIPs) • Managing Trade Disputes, Litigations and Redressal Forums 	3

Suggested Readings:

1. Goyal, A., and Mohd, N., WTO in the New Millennium, Academy of Business Studies, New Delhi and MVIRDC World Trade Centre, Mumbai.
2. Centex, Foreign Trade Policy, ITC (HS) Classifications of Export and Import Items, Centex Publications, New Delhi.
3. Cherunilam, F., International Business – Text and Cases, Prentice Hall India.
4. Cherunilam, F., International Trade and Export Management, Himayalya Publishing House.
5. ITC*/UNCTAD/GATT, Export Marketing Strategies and Plans, International Trade Centre, Geneva.
6. ITC/UNCTAD/GATT, Introduction to Export Market Research, International Trade Centre, Geneva.
7. Paul, J., and Aserkar, R., Export Import Management, Oxford.
8. Kathuria, P. K., Export Management, Galgotia Publishing Co. New Delhi.
9. Mahajan, M.I., Export Policy, Procedure and Documentations, (Exports, Imports and Foreign Exchange Management), Snow White Publication, Mumbai.
10. MOC, Foreign Trade Policy and Handbook of Procedures, Ministry of Commerce and Industry, New Delhi.
11. Ram P., and Garg, N., Export – What, Where and How, Anupam Publications, New Delhi.
12. Rao, S. P., International Business, Himalaya Publications, Mumbai.

w.e.f. Academic Year 2019-20 and onwards

Title: Financial Modelling Using Spread Sheets; Course Code: FM622; Credit Hour: 1.5
Spreadsheets Aspect: Understanding Advanced Spreadsheets Features; Using built-in Finance Functions; Using Relevant Data Analysis Tools; Using Advanced Applications like Solver; Goal Seek etc.; Introduction to Macros; Conducting Sensitivity Analysis; Conducting Simulations.
Modelling Aspect: Introduction to Financial Modelling; Preparing Projected Financial Statements; Analyzing Financial Statements; Conducting Project Appraisal including Project Risk Analysis; option Pricing Models and Greeks; Valuation Models; Portfolio Models

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme /
Elective : Economics & Finance Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEEF13
Course Title	Financial Statement Analysis

Course Learning Outcomes (CLO):

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

1. Discuss major accounting policies, estimates and assumptions and analyze their impact on financial statements and information.
2. Analyze and Interpret financial statements from the viewpoints of different stakeholders and of different industries.
3. Appraise the quality of financial reporting of companies.

Syllabus

Teaching Hours

Unit I: Accounting Policies, Estimates and Assumptions <ul style="list-style-type: none"> • Revenue Recognition, • Inventory Valuation, • Reporting of Long-lived Assets; 	12
Unit II: Techniques of Financial Statement Analysis <ul style="list-style-type: none"> • Profitability Analysis; • Liquidity Analysis; • Solvency Analysis; • Efficiency Analysis; • Cash Flow Analysis 	14
Unit III: Comprehensive Analysis <ul style="list-style-type: none"> • Quality of Financial Reporting: Earnings Quality 	4

Suggested Readings:

1. Anthony, R. N., Hawkins, D. F., & Merchant, K. A., *Accounting Texts and Cases*, McGraw Hill,
2. Narayanaswamy, R., *Financial Accounting: A Managerial Perspective*. Prentice-Hall of India Pvt. Ltd.
3. Gupta, A., *Financial Accounting for Management*. Pearson Publications.
4. Wild, J., Subramanyam, K. R. & Halsey, R., *Financial Statement Analysis*. McGraw Hill Publications.
5. Gibson, C. H., *Financial Statement Analysis*. Cengage Learning.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEMM11
Course Title	Integrated Marketing Communication

Course Learning Outcomes (CLO):

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

1. Identify and define the key marketing communication tools and their role
2. Apply the marketing communications in different marketing contexts
3. Analyze relevant frameworks and models in the planning of IMC
4. Design the creative strategy, media plan, and IMC

Syllabus

Teaching Hours

Unit I: Introduction <ul style="list-style-type: none"> • Introduction to Integrated Marketing Communications (IMC) • Role of IMC in Marketing and Branding 	5
Unit II: Communication Process and Situation Analysis <ul style="list-style-type: none"> • IMC Industry - Organization and interrelationships • Communication Process and Models • Consumer Behaviour & IMC 	8
Unit III: IMC Program - Planning, Development, Implementation and Control <ul style="list-style-type: none"> • Objectives • Creative Strategy • Media Planning and Strategy • Other Communication Tools: Sales Promotion, Direct Marketing, Public Relations, Digital Marketing, etc. • Measuring Effectiveness • Social, Ethical and Legal Issues • International Marketing Communication 	17

Suggested Readings:

1. Belch, G. E., Belch, M. A., and Purani, K., Advertising and Promotion – An Integrated Marketing Communications Perspective. Tata McGraw Hill. New Delhi.
2. Shimp, T. A., Advertising Promotion and Other Aspects of Integrated Marketing Communications. Cengage Learning. New Delhi.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
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Master of Business Administration (Full Time) Programme/
Elective : Economics & Finance Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEEF16
Course Title	Investment and Portfolio Management

Course Learning Outcomes (CLO):

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

1. Explain and categorize investment instruments with respect to risk and return
2. Apply portfolio theory in capital market
3. Analyze Economy, Industry and Company for equity investment
4. Evaluate Performance of Managed Portfolio

Syllabus

Teaching Hours

Unit I: Introduction to Investments <ul style="list-style-type: none"> • Basic Concepts and Definitions • Financial Instruments • Financial Markets 	5
Unit II: Risk-Return and Portfolio Theory <ul style="list-style-type: none"> • Interest rates determinants • Historical return, expected return and risk measurement • Risk free Assets, risky assets, allocation • Portfolio construction • Portfolio of two risky assets, Modern portfolio theory • Risk tolerance and Capital Market Line • Capital Asset Pricing Model • Security Market Line • APT and Multi-Factor Model 	10
Unit III: Security Analysis <ul style="list-style-type: none"> • Efficient Market Hypothesis • Bond Valuation, Bond Price and Yield • Bond Management Strategies • Equity valuation models • Fundamental Analysis • Technical Analysis 	10
Unit IV: Portfolio Performance Evaluation <ul style="list-style-type: none"> • Conventional Theories • Investment style and Performance attributes 	5

Suggested Readings:

1. Chandra, P., *Investment Analysis and Portfolio Management*, McGraw-Hill, New Delhi
2. Bodie, Z., Kane, A., Marcus, A.J., *Investments*, McGraw-Hill Education
3. Reilly, F.K., and Brown, K.C., *Investment Analysis and Portfolio Management*, South Western, Cengage Learning.
4. Donald, F., Ronald, J., and Pradhan, A.K., *Security Analysis and Portfolio Management*, Pearson Publication.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY

Institute of Management

Master of Business Administration (Full Time) Programme/ Elective : Operations Management & Quantitative Techniques Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SE0Q06
Course Title	Lean Six Sigma

Course Learning Outcomes (CLO):

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

1. Discuss the lean six sigma methodology and how it helps an organization achieve the quality, cost, and efficiency objectives
2. Apply the concept of continuous improvements towards organizational excellence
3. Formulate the operations goals to help build a positive quality culture in the organization.

Syllabus

Teaching Hours

Unit I: Introduction <ul style="list-style-type: none">• Introduction to Lean Six Sigma• Fundamentals of Continuous Improvement• Value Added and Waste Elimination• Customer-Focused Quality	8
Unit II: Continuous Improvement <ul style="list-style-type: none">• DMAIC, DMADV Process• Small Lot Production, Effects on Lead Time, Cost, Quality, and Flexibility• Lean in Practice• Lean Six Sigma for a not for profit organization	8
Unit III: Set-Up Time Reduction, Total Productive Maintenance <ul style="list-style-type: none">• Small Lot Production• Setup-Time Reduction• Maintaining and Improving Equipment• Pull Production System	7
Unit IV: Cellular Manufacturing <ul style="list-style-type: none">• Workcell and Cellular Manufacturing• Standard Operations• Quality at the Source and Mistake-Proofing• Lean Production Planning, Control and Supply Chains	7

Suggested Readings:

1. Arthur, J., Lean Six Sigma Demystified, Tata McGraw Hill
2. Aruleswaran, A., Lean Six Sigma: A Practitioner's Tool Book, Productivity & Quality Publishing, Chennai
3. Anupindi, R., et. al., Managing Business Process Flows, Pearson
4. Jones, E.C., Quality Management for Organizations Using Lean Six Sigma Techniques (Kindle Edition), CRC Press
5. Foster, T. S. Jr, *Managing Quality – An Integrative Approach*, Prentice-Hall Publishing Co.
6. Sye, G.L., Lean Six Sigma Project Tollgates and Checklists (Process Mastery with Lean Six Sigma Book 5) [Kindle Edition]
7. Arthur, J., Lean Six Sigma for Hospitals: Simple Steps to Fast, Affordable, and Flawless Healthcare, McGraw-Hill
8. Pochampally, K.K., Six Sigma Case Studies with Minitab® [Kindle Edition], CRC Press
9. Krishnamoorthi K.S., and Krishnamoorthi V. R., A First Course in Quality Engineering: Integrating Statistical and Management Methods of Quality, CRC Press
10. George, M., Lean Six Sigma for Service, McGraw-Hill
11. John, N., Lean Production for Competitive Advantage, A Comprehensive Guide to Lean Methodologies & Management Practices, Routledge
12. Pande, P., Neuman, R., Cavanagh, R., The Six Sigma Way: How GE, Motorola, and Other Top Companies are Honing Their Performance, Tata McGraw Hill Education
13. Snee, R.D., Hoerl, R.W., Six Sigma Beyond the Factory Floor: Deployment Strategies for Financial Services, Health Care, and the Rest of the Real Economy, Prentice Hall
14. Shaffie, S., Shahbazi, S., 36-Hour Course: Lean Six Sigma, The McGraw-Hill
15. Patel, S., The Tactical Guide to Six Sigma Implementation, CRC Press
16. Womack, J.P., The Lean Turnaround: How Business Leaders Use Lean Principles to Create Value and Transform Their Company, Art Byrne

w.e.f. academic year 2019-20 and onwards

Title: Logistics Management; Course Code: OM601; Credit Hours: 1.5

Introduction to Logistics Management; Elements of Logistics Management; **Designing Distribution Network in a Supply Chain**; Optimization Models; Transportation Management; Fleet Management; **Inter-modal Transportation**; Containerization; Warehousing; Packaging for Logistics; Reverse Logistics; **Third Party Logistics; Fourth Party Logistics**; Tailored Logistics; Global Logistics.

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme /
Elective : Economics & Finance Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEEF19
Course Title	Management of Financial Services

Course Learning Outcomes (CLO):

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

1. Explain the functions and operations of different financial services.
2. Assess the management issues of financial services.
3. Discuss the current and emerging trends in the financial service sector.

Syllabus

Teaching Hours

Unit I: Overview of Financial Services <ul style="list-style-type: none"> • Introduction to the Indian Financial System • Nature and Role of Financial Services • Financial Intermediation 	5
Unit II: Financial Institutions and their Regulatory Frameworks <ul style="list-style-type: none"> • Banking Companies & NBFCs • Insurance • Mutual Funds 	10
Unit III: Asset-based Corporate Financial Services <ul style="list-style-type: none"> • Leasing & Hire Purchase • Factoring • Securitization 	6
Unit IV: Fee-based Corporate Financial Services <ul style="list-style-type: none"> • Credit Rating • Investment Banking 	4
Unit V: Emerging Trends in Financial Services <ul style="list-style-type: none"> • Introduction to Fintech • Designing of new products 	5

Suggested Readings:

1. Khan, M. Y., *Financial Services*. New Delhi: McGraw Hill Education (India) Private Limited.
2. Pathak, B., *Indian Financial System*. Noida: Pearson Publication.
3. Rama Gopal, C., *Management of Financial Services*. New Delhi: Vikas Publication.
4. Sasidharan, K., and Mathews, A. K., *Financial Services and System*. New Delhi: Tata McGraw-Hill Education Pvt. Ltd.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective : Human Resource Management Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEHR10
Course Title	Performance Management

Course Learning Outcomes (CLO):

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

1. Explain the theoretical concept of performance management, define performance metrics at business and organisation level in a given context
2. Identify managerial competencies required for sustaining the effectiveness of a performance management system.
3. Discover how performance management systems may be designed and deployed to address issues of performance management at the individual and team levels.

Syllabus

Teaching Hours

Unit I: An Introduction to Performance Management <ul style="list-style-type: none"> • Historical Development of Performance Management; • The Business and Strategic Contexts, • The Performance Management Process 	4
Unit II: The Performance Planning and Management Process <ul style="list-style-type: none"> • Defining Key Performance Areas and Roles; • Organisational and Individual Performance Planning • Setting Organisational and Team Performance Objectives • The Balanced Scorecard, Competency Mapping 	8
Unit III: Individual Performance Appraisal and Recognition <ul style="list-style-type: none"> • Individual Performance Appraisal Systems – Design, Administration, Effectiveness • Self and Subordinate Appraisal, Performance Review Discussion • 360 Degrees Performance Appraisal and Feedback Systems; • Recognition and Rewarding Individual Performance; • Performance Analysis & Reporting; Managerial Skills & Competencies 	10
Unit IV: Performance Improvement <ul style="list-style-type: none"> • Identifying Organisational Improvement Areas • Managing poor performances at the individual level 	5
Unit V: Concerns and Challenges in Performance Management <ul style="list-style-type: none"> • Introducing and Establishing a Performance Management System • Ethical Issues in Performance Management 	3

<ul style="list-style-type: none"> • International Trends in Performance Management within Organisations • Role of Information Technology in Performance Management 	
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Suggested Readings:

1. Aguinis, H., Performance management. Boston, MA: Pearson.
2. Rao, T. V., Performance Management: Toward Organizational Excellence. SAGE Publications India.
3. Bhattacharyya, D. K., Performance management systems and strategies. Pearson Education India.
4. Armstrong, M., Armstrong's handbook of performance management: an evidence-based guide to delivering high performance. Kogan Page Publishers.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective: Information Management Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEIM12
Course Title	Python and R

Course Learning Outcomes (CLO):

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

1. Discuss on the use of Python and R in data processing
2. Elaborate on technical concepts of Python and R
3. Create basic programs in Python and R for real world scenarios

Syllabus

Teaching hours

Unit I: Python Programming <ul style="list-style-type: none"> • Python environment • Values and variables • Scoping and Abstraction of functions, • Data Structures • Files, Interpreter • Program Execution • Control and Conditional Statements • Expressions • Functions • Numeric Types • String Manipulation • Working with Tuples and Lists • Readings and Writing • Combining and Merging Data Sets, Dictionaries 	15
Unit II: R Programming <ul style="list-style-type: none"> • R environment • R Objects, Vectors, Variable assignment • Working with Matrix • Factors using R (Introduction to Factors and Factor levels, Summarizing a factor) • Creating New Functions • Loading the Data into R • Creation of Data Frames • Working with Lists • Use of external R-packages in data mining 	15

Suggested Readings:

1. Golemund, G., Hands-On Programming with R: Write Your Own Functions and Simulations. " O'Reilly Media, Inc."
2. Lutz, M., Learning Python: Powerful Object-Oriented Programming. O'Reilly Media, Inc.

w.e.f Academic Year 2019 -20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective: Human Resource Management Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEHR11
Course Title	Recruitment and Selection

Course Learning Outcomes (CLO):

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

1. Choose appropriate recruitment and selection techniques
2. Develop selection skills through practice and feedback
3. Analyze and specify the qualities needed to succeed in a job role

Syllabus

Teaching Hours

Unit I: Strategic Staffing- An Introduction <ul style="list-style-type: none"> • Strategic Staffing; Business and Staffing Strategies; • Human Resource Planning; • Demand and supply forecasting Describing the Job 	5
Unit II: Recruitment & Selection Process <ul style="list-style-type: none"> • The recruitment process, • Recruitment Advertising- Identifying Sources- internal & external • Issues in recruitment; Screening applications, Measuring and interpreting individual differences; • Validation of measurement • Assessment Techniques-Meaning and methods; • Psychometric Tools for Employee Selection, ADCs • Effective Interviewing: A theoretical Framework; • Conducting Interviews, Group discussions; • Decision making for selection; • Managerial selection, Expatriate Selection 	15
Unit III: Challenges in Selection & Assessment <ul style="list-style-type: none"> • Employee Retention; • Assessing Internal Candidates, Expatriate Selection; • Structuring the Compensation to Attract & Retain Talent; • Induction and socialization 	5
Unit IV: Recruitment Effectiveness <ul style="list-style-type: none"> • Employer Branding; • Designing R&S systems, • Administering and evaluating the system • Ethical Issues, Present & Future trends in recruitment and selection 	5

Suggested Readings:

1. Phillips, J., & Gully, S. M., Strategic staffing. Upper Saddle River, NJ: Pearson Prentice Hall.

2. Arthur, D., Recruiting, Interviewing, Selecting and Orienting New Employees. New Delhi: Prentice Hall of India
3. Dale, M., Handbook of Successful Recruitment and Selection: A Practical Guide for Managers. London: Kogan Page.
4. McMahon, G. V., Recruitment and Selection- How to Get It Right. New Delhi: Prentice Hall

w.e.f. Academic Year 2019-20 and onward

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEMM20
Course Title	Retail Marketing

Course Learning Outcomes (CLO):

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

1. Identify and define Retail Marketing concepts and its significance in retail marketing
2. Relate and analyze factors affecting retail value Proposition
3. Develop retail marketing strategy

Syllabus

Teaching Hours

Unit I: Overview of Retailing <ul style="list-style-type: none"> • Retailing Scenario, Retail Lifecycle and Scope • Retail Value Chain • Types of Retailers • Multichannel Retailing • Franchising • Retail Shopping Behavior 	8
Unit II: Retail Strategy <ul style="list-style-type: none"> • Retail Strategic Planning Process • Retail Research • Retail Financial Strategy • Retail Location 	6
Unit III: Retail Marketing Mix <ul style="list-style-type: none"> • Merchandising Management • Category Management • Retail Pricing • Retail Pricing Decisions • Retail Supply Chain Management and Information Systems • Retail Communication Mix • Store Layout, Design, and Visual Merchandising 	12
Unit IV: Retail Customer Services and Technology <ul style="list-style-type: none"> • Customer Relationship Management • Customer Services • Technology in Retail 	4

Suggested Readings:

1. Berman, B., Evans, J., Chatterjee, P., and Shrivastava, R., Retail Management: A Strategic Approach New Delhi: Pearson Education.
2. Levy, M., Weitz, B. and Pandit, A., Retail Management. New Delhi: Tata McGraw Hill.
3. Pradhanand, S., Retail Management (Text and Cases), New Delhi, Tata McGraw Hill.
4. Bruce, M., Christopher M., and Birtwistle, G., International Retail Marketing, Elsevier: New Delhi.
5. Ogden, R. J., and Ogden, T. D., Integrated Retail Management (Indian Adaption), Wiley Pvt Ltd: New Delhi.
6. Chetan, B., Tuli, R., and Srivastava, N., Retail Management. Oxford University Press.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEMM23
Course Title	Sales and Distribution Management

Course Learning Outcomes (CLO):

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

1. Identify issues related to design and implementation of Sales Strategy
2. Apply concepts related to improving performance of Sales Team
3. Analyze roles and responsibilities of a Sales and Marketing Manager
4. Design and implement channel strategies

Syllabus

Teaching Hours

Unit I: Sales Management, Personal Selling and Marketing Strategy <ul style="list-style-type: none"> • Evolution of the Sales Department and the objectives of Sales Management • Sales Management and Control • Theories of Selling • SPIN Selling • Buyer-Seller Dyads • Diversity of Personal Selling situations • Sales Potential and Sales Forecasting • Personal Selling Objectives and Strategy • Determining the kind of sales personnel and the size of the sales force • Determining sales related marketing policies 	6
Unit II: Organizing Sales Effort <ul style="list-style-type: none"> • Functions of the sales executive • Qualities of effective sales executives and the relations with top management • Types of sales organization structures • Centralization and Decentralization in Sales Force Management • Setting Up a Sales organization • Sales department relations 	5
Unit III: Sales Force Management <ul style="list-style-type: none"> • Sales personnel management 	6

<ul style="list-style-type: none"> Recruitment and Selection Process Sales training programme Motivating sales personnel Types of compensation plans for sales personnel Sales meetings and sales contests Evaluating and supervising sales personnel 	
Unit IV: Controlling the Sales Effort <ul style="list-style-type: none"> Sales Budget: Purpose and Procedure Sales Target: Types and Procedure Sales Territory: Purpose, Procedures, routing and scheduling Sales Technology and Sales Force Automation 	6
Unit V: Distribution Management <ul style="list-style-type: none"> Marketing Channel Members, Types, Functions and Design Channel Intensity, Costs and Margins Channel Management for Rural Markets Managing Channel Partners: Roles, Objectives and Methods Channel Information Systems Supply Chain Management International Sales and Channel Management 	7

Suggested Readings:

1. Still, R.R., Cundiff, E.W., Govani N.A.P., and Puri, S., Sales and Distribution Management – Decisions, Strategies, and Cases, New Delhi: Pearson India Education Services Pvt. Ltd.
2. Singh, R., Sales and Distribution Management: A Practical-Based Approach, New Delhi: Vikash Publishing House Pvt. Ltd.
3. Barry, B., Evans, J., Chatterjee, P. and Shrivastava, R., Retail Management: A Strategic Approach New Delhi: Pearson India Education Services Pvt. Ltd.

w.e.f. Academic Year 2019-20 onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective: Operations Management & Quantitative Techniques Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SE0Q14
Course Title	Supply Chain Management

Course Learning Outcomes (CLO):

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

1. Explain process view of supply chain and achieving strategic fit
2. Evaluate supply chain network design options
3. Define sourcing in supply chain and managing uncertainty
4. Analyze global supply chain and sustainability issues in supply Chain

Syllabus

Teaching Hours

Unit I: Introduction to Supply chain elements with strategic framework <ul style="list-style-type: none"> • Introduction to supply chain and its significance • Process view of supply chain elements • Integrated supply chain • Strategic fit in supply chain • Customer value and supply chain • Supply chain drivers and metric 	6
Unit II: Designing supply chain network <ul style="list-style-type: none"> • Factors influencing the network design • Network design options 	5
Unit III: Sourcing in supply chain and managing uncertainty <ul style="list-style-type: none"> • Demand Forecasting and role of safety inventory • Strategic sourcing • Supply contracts and risk pooling • Strategic alliances for transportation • Value of information and Bullwhip effect • Pricing and revenue management 	10
Unit IV: Global supply chain <ul style="list-style-type: none"> • International issues in global supply chain • IT and Global supply chain • e-supply chain 	5
Unit V: Sustainability and Supply Chain <ul style="list-style-type: none"> • Green and lean supply chain • SCOR model • Contemporary developments and advancements in supply chain 	4

Suggested Readings:

1. Chopra, S., Meindl, P., and Kalra D.V., Supply Chain Management-Strategy, Planning and Operation, Pearson

2. Levi, D.S., Kaminsky, P., Levi E.S., and Shankar, R., Designing and Managing the Supply Chain, McGraw Hill
3. Agarwal, D.K., Supply Chain Management- Strategy, Cases and Best Practices, Cengage learning
4. Leong W.K., and Tan, K.C., Principles of Supply Chain Management: A Balanced Approach, Cengage Learning
5. Bowersox, D., Closs, D.C., and Bowersox, J.M., Supply Chain Logistics Management, McGraw-Hill

w.e.f. Academic Year 2019-20 and onwards

Term-V

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time)
Elective : Economics & Finance Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEEF01
Course Title	Bank Management

Course Learning Outcomes (CLO):

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

1. Explain the principles, practices and regulatory framework of bank management.
2. Illustrate various aspects of asset-liability management.
3. Evaluate design and pricing aspects of different financial products and services.
4. Evaluate performance of banks on various parameters.

Syllabus

Teaching Hours

Unit I: Introduction to Banking <ul style="list-style-type: none"> • An Overview of Banking in India: History and Evolution • Regulatory Framework for Banks and NBFCs: <ul style="list-style-type: none"> - RBI Norms - BASEL Norms 	5
Unit II: Designing and Pricing of Products and Services <ul style="list-style-type: none"> • Fund-based Products and Services • Fee-based Products and Services • Designing and Pricing of Deposit Services • Pricing of Loans/Advances • Global Financial/Banking Services 	9
Unit III: ALM and NPA Management <ul style="list-style-type: none"> • Asset-liability Management: Challenges and Strategies • Bank Lending: Policy and Procedures • Loans Recovery Management and Control of NPAs 	5
Unit IV: Technology Driven Banking Services <ul style="list-style-type: none"> • Technology enabled banking services – Overview, Benefit and Trend • Use of Blockchain Technology in the Banking Industry 	4
Unit V: Evaluation of Bank Performance <ul style="list-style-type: none"> • Assessing Bank's Financial Statements • Evaluation of bank performance with different models: <ul style="list-style-type: none"> - CAMEL Model 	7

<ul style="list-style-type: none"> - Stock market based performance measure - SERVQUAL model - Economic Value Added and Market Value Added 	
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Suggested Readings:

1. Suresh P., and Paul, J., Management of Banking and Financial Services, Person Publication
2. Gopinath, M.N., Banking Principles and Operations, Snow White Publications
3. Rose, P.S., and Hudgins, S.C., Bank Management and Financial Services, TMH Publication

w.e.f. Academic Year 2019-20 and onwards

Title: Business Process Re-engineering; Course Code: IT611; Credit Hour: 3.0

Introduction to Re-engineering; BPR as a Strategic Initiative; Dimensions of BPR; BPR Redesign Principles; BPR Transformation Principles; Continuous Process Improvement Principles; Creating a Vision for BPR; IS/IT Role in Business Process Re-engineering; Business Process Modelling, Simulation and Design; BPR Tools; BPR Project Planning and Execution; Sizing a BPR Project; Business Re-engineering Team; Roles and Responsibilities of Team Members; Problems Encountered During BPR; Dangers in Re-engineering; Measurement of Success, Government Process Re-Engineering.

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time)
Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEMM02
Course Title	Business-to-Business Marketing

Course Learning Outcomes (CLO):

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

1. Analyze competitive realities of organizational buying, cross-functional decision-making process
2. Design marketing mix for a company in business markets
3. Apply various marketing tools to the strategic marketing problems faced by managers in Business-to-Business marketing.
4. Evaluate the complexities of new technologies pertaining to B2B Markets and its impact on emerging realities of B2B e-Commerce.

Syllabus

Teaching hours

Unit I: Overview and concepts of Business markets <ul style="list-style-type: none"> • Overview of Business-to-Business Markets: Changing Trends • Models of Business buyer behavior • Total Quality Management • Managing Vendors 	5
Unit II: Segmenting business markets and Product Price and Placement <ul style="list-style-type: none"> • Segmentation of Business Markets • Product Decision and Strategies • Business Pricing Decision • Distribution Decisions and Supply Chain Management 	9
Unit III: e-Business practices and Business markets <ul style="list-style-type: none"> • Online Business-to-Business Markets • E-Business Models for B2B Markets • E-commerce Strategies in Business Markets • Relationship Strategies in Business Markets 	8
Unit IV: Business marketing communication, Planning and implementation and contemporary issues	8

<ul style="list-style-type: none"> • Business marketing communication, • Use of Social Media in Communicating with Business Markets • Business marketing strategy, Planning and Implementation • Ethical issues in Business markets • Contemporary issues in Business Markets 	
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Suggested Readings:

1. Sharma, D., Hutt, M.D., and Speh. T.W., Business Marketing Management: B2B₂ (Cengage learning)
2. Rangan, V. K., Shapiro, B. P., and Moriarty Jr. R. T., [Business Marketing Strategy: Cases, Concepts, and Applications](#). Burr Ridge, IL: Irwin.
3. Bigham, Jr. F.G., Business Marketing Management, (Illinois, NTC Business Books)
4. Morris, M.H., Industrial and organizational Marketing, (New York, Macmillan Publishing Company)
5. Reader, R.R., Brierty, E.G., Reader, B.H., Industrial Marketing; Analysis, Planning and Control. (New Delhi, Prentice Hall of India,)
6. Gross, A.C., Banting, P.M., Meridith, L.N., Ford, I.D., Business Marketing. (USA, Houghton Mifflin Company)

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective: Strategic Management & Entrepreneurship Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SESM03
Course Title	Case Study of Entrepreneurs

Course Learning Outcomes (CLO):

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

1. Relate the significance of entrepreneurial mind-set
2. Identify the common mistakes made by entrepreneurs
3. Analyze the life stories of entrepreneurs in a structured way
4. Assess the role of entrepreneurial leadership in an enterprise's success

Syllabus

Teaching Hours

Unit I: What Entrepreneurs Really Do <ul style="list-style-type: none"> • Entrepreneurial Ecosystem • Entrepreneurial Mind-set • Characteristics of Entrepreneurs • Intrapreneurs • Start-ups Success & Failure 	5
Unit II: Case Studies of Indian Entrepreneurs <ul style="list-style-type: none"> • The Questions every Entrepreneur must answer Why Entrepreneurs don't scale? • Beating the Odds When you launch a New Venture • Rural Entrepreneurs • Social Entrepreneurs • Women Entrepreneurs 	15
Unit III: Case Studies of International Entrepreneurs <ul style="list-style-type: none"> • Pitching Business Opportunities • How Entrepreneurs Craft Strategies that Work 	10

Suggested Readings:

1. Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A., Value proposition design: How to create products and services customers want. John Wiley & Sons.
2. Gopalakrishnan, C., The Entrepreneur's Choice: Case Studies on Family Businesses in India, Routledge.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective : Human Resource Management Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEHR01
Course Title	Compensation Management

Course Learning Outcomes (CLO):

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

1. Define conceptual frameworks about compensation and its management
2. Explain compensation programmes design and implementation in various business contexts
3. Relate the role of compensation and compensation management to talent retention and culture building in organisations
4. Illustrate the significance of being a fair and ethical professional in compensation delivery
5. Summarise the required regulatory compliances in compensation management

Syllabus

Teaching Hours

Unit I: An Introduction to Compensation Management <ul style="list-style-type: none"> • Business Strategy and Compensation Strategy • Compensation Strategy Frameworks, Theories Related to Pay 	4
Unit II: Compensation Design <ul style="list-style-type: none"> • Compensation Structures, Internal and External Alignment in Compensation • Job Evaluation, Market Competitiveness • Employee Benefits, Allowances and Total Reward, Cost to the Company 	10
Unit III: Regulatory Framework for Compensation in India <ul style="list-style-type: none"> • Legal Framework in Compensation Management– payments, deductions, social security, (Payment of Wages Act, Minimum Wages Act, Payment of Bonus Act, Payment of Gratuity Act, Provident Funds and Miscellaneous Provisions Act, Employees State Insurance Act) • Income Tax – what the HR professional must know, 	5
Unit IV: Paying for Performance and Contingent Pay <ul style="list-style-type: none"> • Recognising and Rewarding Performance through Compensation Systems • Incentive Schemes – for shopfloor, sales personnel, managerial personnel; 	5
Unit V: Compensation Administration <ul style="list-style-type: none"> • Administration of Compensation Systems, administrative decision making • Using Technology for Compensation Administration 	3
Unit VI: The Application of Compensation Strategy <ul style="list-style-type: none"> • Alignment of Compensation in Mergers and Acquisitions, • Ethical Issues in Compensation Management • Expatriate Compensation, Compensation and Organisational Change 	3

Suggested Readings:

1. Bhattacharyya, D. K., Performance management systems and strategies. Pearson Education India.
2. Flannery, T. P., Hofrichter, D. A., & Platten, P. E., People, Performance, & Pay: Dynamic compensation for changing organizations. Simon and Schuster.
3. Henderson, R. I., Compensation management in a knowledge-based world. Prentice Hall.

4. Heneman, R. L., Business-driven compensation policies: Integrating compensation systems with corporate strategies. Amacom.
5. Armstrong, M., & Murlis, H., Reward management: A handbook of remuneration strategy and practice. Kogan Page Publishers.
6. Milkovich, G. T., Newman, J. M., & Milkovich, C., Compensation, New York: McGraw-Hill.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective: Operations Management & Quantitative Techniques Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SE0Q01
Course Title	Data Analytics and Data Mining

Course Learning Outcomes (CLO):

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

1. Identify the basic concepts and the importance of data mining tools and techniques.
2. Apply, analyze and implement some of the widely used tools and techniques in data mining.
3. Develop data analysis and modelling through SPSS/MINITAB/R.

Syllabus

Teaching Hours

Unit I: Introduction and Overview of the Data Mining Process <ul style="list-style-type: none"> • Introduction and overview of data mining process, analysis and methodologies • Data preparation and data visualization • Dimension reduction methods 	6
Unit II: Predictive Modelling <ul style="list-style-type: none"> • Simple Linear Regression. • Multiple Linear Regression and model building. • Logistic Regression and diagnostics • Handling of Missing data 	10
Unit III: Classification Algorithms and Ensemble Methods <ul style="list-style-type: none"> • Discriminant Analysis • knn classification • Logistic regression for classification • Decision trees • Ensemble methods: Bagging and Boosting • Naïve Bayes • Model Evaluation Techniques 	8
Unit IV: Clustering and Association Rules <ul style="list-style-type: none"> • Hierarchical and k-means clustering • Measuring cluster goodness • Market Basket Analysis, A priori property and association rules, measure of usefulness of association rules 	6

Suggested Readings:

1. Larose, D.T. and Larose, C. D., Data Mining and Predictive Analytics, Wiley.
2. Larose, D.T. and Larose, C. D., Discovering Knowledge in Data: An Introduction to Data Mining, Wiley
3. Shumeli, G., Bruce, P.C., Yahav, I., Patel, N.R. and Lichtendahl, K.C. Jr., Data Mining for Business Analytics, Wiley.

4. Giudici, P., Applied Data Mining-Statistical Methods for Business and Industry, Wiley.
5. Ledolter, J., Data Mining and Business Analytics with R, Wiley.
6. Kumar, D. U., Business Analytics-The Science of Data-Driven Decision Making, Wiley.
7. Kabacoff, R. I., R in Action: Data Analysis and Graphics with R, Dreamtech Press.
8. Crawley, M. J., The R-Book, Wiley.

w.e.f Academic Year 2019-20 onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme /
Elective : Economics & Finance Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEEF04
Course Title	Derivatives and Risk Management

Course Learning Outcomes (CLO):

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

1. Explain the application of financial derivative instruments for hedging, trading and arbitrage purposes and understand their regulatory framework;
2. Apply the principles and models for valuation of financial derivatives;
3. Apply the principles and models for measuring risk.

Syllabus

Teaching Hours

Unit I: Overview of Financial Derivatives <ul style="list-style-type: none"> • Enterprise Risk Management and Derivatives • Types of derivatives: Forward and Futures, Options, Swaps • Financial derivatives markets: OTC, Exchange-traded • Scope of financial derivatives: Stocks & Indices, Foreign Exchange, Interest Rates 	3
Unit II: Forward and Futures <ul style="list-style-type: none"> • Understanding the forward and futures contracts • Hedging with forward/futures • Determination of forward/futures prices • Stock and Index Futures • Currency Futures • Interest Rate Futures 	7
Unit III: Options <ul style="list-style-type: none"> • Understanding the option contracts • Hedging with options • Determination of option prices: Black-Scholes-Merton Model • Stock and Index Options • Currency Options • Interest Rate Options • Volatility Smiles • Option trading strategies • Option Greeks 	11
Unit IV: Swaps <ul style="list-style-type: none"> • Understanding the swap contracts • Designing the swaps: Interest Rates, Currency 	3

Unit V: Value at Risk <ul style="list-style-type: none"> • Concept of VaR • Measuring VaR: Single Security and Portfolio 	3
Unit VI: Other Derivatives <ul style="list-style-type: none"> • Introduction to Commodity Derivatives • Introduction to Credit Derivatives 	3

Suggested Readings:

1. Hull, J. C., *Options futures and other derivatives*. Pearson Education India.
2. Chance, D. M., & Brooks, R., *Derivatives and Risk Management Basics*. Cengage Learning, New.
3. Sundaram, R. K., & Das, S. R., *Derivatives: principles and practice*. New York, NY: McGraw-Hill Irwin.
4. Vohra, N.D., *Futures and Options*. Tata McGraw Hill Education Pvt. Limited.
5. Janakiraman, S., *Derivatives and risk management*. Pearson Education India.
6. Madhumathi, R., *Derivatives and Risk Management*. Pearson Education India.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEMM06
Course Title	Digital Marketing

Course Learning Outcomes (CLO):

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

1. Identify role and scope of digital technologies in planning marketing strategies.
2. Assess digital marketing platforms to achieve marketing objectives effectively.
3. Develop digital marketing strategy

Syllabus

Teaching Hours

Unit I: Overview of Digital Marketing <ul style="list-style-type: none"> • Introduction to Digital Marketing • Digital Marketing Environment • Digital Evolution and Consumer Buying Behaviour 	5
Unit II: Digital Marketing Strategy <ul style="list-style-type: none"> • Digital Marketing Landscapes and Metrics • Framework for Digital Marketing Strategy • Digital Marketing Strategy and Planning 	5
Unit III: Digital Marketing Channels <ul style="list-style-type: none"> • E-mail Marketing • Search Engine Optimization • Pay per Click Advertising • Display Advertising • Social Media Marketing • Mobile Marketing • Gamification • Website Marketing • Online Reputation Management 	12
Unit IV: Measuring Digital Marketing Strategy <ul style="list-style-type: none"> • Digital Marketing Analytics • Measuring ROI on Digital Marketing • Ethics in Digital Marketing 	8

Suggested Readings:

1. Dodson, I., The art of Digital Marketing, Wiley.
2. Gupta, S., Digital Marketing, McGraw Hill Education.
3. Singh, P., Bhatia, Fundamentals of Digital Marketing, Pearson.
4. Ganis, M., and Kohirkar, A., Social Media Analytics, Pearson.
5. Powell, G., Groves, S., and Dimos, J., ROI on Social Media, Willey.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme /
Elective : Economics & Finance Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEEF05
Course Title	Direct and Indirect Taxes

Course Learning Outcomes (CLO):

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

1. Explain various concepts and provisions of income tax and indirect taxes in India.
2. Apply the relevant provisions for taxation of companies and managerial decision-making.
3. Develop direct tax planning perspective in corporate setting.

Syllabus

Teaching Hours

Unit I: Overview of Income Tax in India <ul style="list-style-type: none"> • Basic Concepts and Definitions • Residential Status • Carry Forward and Set Off of Losses • Computation of Taxable Income and Tax Liability 	10
Unit II: Overview of Taxation of Companies <ul style="list-style-type: none"> • Residential Status of Company • Normal Tax Provisions of the Company • Minimum Alternate Tax • Dividend Distribution Tax 	3
Unit III: Tax Planning, Tax Avoidance and Tax Evasion <ul style="list-style-type: none"> • Tax Planning, Tax Avoidance and Tax Evasion - Meaning • Financial Management Decisions and other Business Decisions 	11
Unit IV: Goods and Services Tax and Customs <ul style="list-style-type: none"> • Goods & Services Tax: <ul style="list-style-type: none"> - Introduction - Basic Concepts and Definitions - SGST, CGST and IGST - Taxability and Exemptions for goods services under GST - Input Tax Credit - Overview of Reverse Charge Mechanism - Overview of Procedural Aspects • Customs: <ul style="list-style-type: none"> - Basic Concepts and Charge of Duty - Types of Custom Duties 	6

Suggested Readings:

1. Singhanian, V. K. & Singhanian, M., *Corporate Tax Planning & Business Tax Procedures with Case Studies*, Taxmann Publication.
2. Singhanian, V. K. & Singhanian, M., *Students' Guide to Income Tax*. Taxmann Publication.
3. Singhanian, V. K. & Singhanian, K. *Direct Taxes – Law and Practice (Professional Edition)*. Taxmann Publication.
4. Manoharan, T. N. & Hari, G. R., *Students' Handbook on Taxation*. Snow White Publications Pvt. Ltd
5. Manoharan, T. N. & Hari, G. R., *Direct Tax Laws*. Snow White Publications Pvt. Ltd.
6. Datey, V.S., *GST*. Taxmann Publication.
7. Datey, V.S., *Customs Law Practice and Procedures*. Taxmann Publication.
8. Sodhani, V. & Sodhani, D., *GST Manual with GST Tariff*. Snow White Publications Pvt. Ltd
9. Subramanian, P.L., *Guide to GST with GST Rates*. Snow White Publications Pvt. Ltd.

w.e.f. Academic Year 2019-20 and onwards

Title: Economics of Bond & Derivatives Markets; Course Code: FM617; Credit Hour: 1.5
Bond Markets and Fixed Income Securities; **Term Structure of Interest Rates**; Futures Markets: Fundamentals, **Speculation, Hedging and Applications**; Options Markets: Fundamentals, Price Determination and Applications; **Swap Contracts and Swap Markets**; Finance Structure: Theories and Evidence

Title: Employee Relations and Labour Laws; Course Code: HR602; Credit Hours: 3.0

Introduction to Employee Relations; Employee and Industrial Relations – History, Patterns and Trends; Employee Relations in India post Maruti Suzuki- Manesar Incidence, Trade Unions – Theory, Organisation and Practice; Trade Unions in India; Trade Union Legislation; **Collective Bargaining - Meaning, Scope and Objectives; Collective Bargaining – Issues and Strategies; Negotiations Skills and Strategies; Participative Management; Employee Grievances and their Resolution – Model Grievance Resolution Procedure; Industrial Conflict and Co-operation** – from control to commitment; **Industrial Restructuring and Industrial Relations; Regulation of Industrial Disputes Through Labour Laws; Change in Conditions and Unfair Labour Practices under I. R. Act, 1947; Management of Discipline; Lay Off and Retrenchment; Strikes and Lockout; Closure and Transfer; Statutory Provisions in Labour Management, Management of Contract Labour, Role of HRM in Industrial Relations, Laws related to Gender and Discrimination, Laws related to Service Sector.**

Title: Global Management; Course Code: IB609; Credit Hours: 3.0

Global Management – An Overview; The Growth Of International Business And Globalisation; The History Of Global Management Environment; The Risk Element In A Globalized Environment; **Developing A Global Vision And Mindset**; Approaches To International Business; Managing A Global Entry; Sustaining A Global Presence; Adapting Management To Foreign Environments; **Managing The Global Corporation**; Stakeholders In A Global Corporation; Organisation And Control; **Global Manufacturing And Supply Chain Management**; Understanding The Demands Of The Global Customer; Remaining Competitive Globally; Accounting Practices For The Global Environment; Payments And Collections; Human Resources Management For The Global Corporate; Building Global Teams And Individuals; Connecting The Global Corporation – Global IT Strategies And Systems; Leadership And Motivation; Communication And Negotiations In A Global Environment; Challenges For The Global Corporate; **Cross Cultural Dynamics In Global Management**; Ethical Issues Before The Global Corporate.

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective: General Management Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEGM05
Course Title	International Business

Course Learning Outcomes (CLO):

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

1. Define the basic concepts and activities of international business such as International Trade, MNCs, Foreign Investment, Globalization and GATT/WTO
2. Explain select schemes of India's Foreign Trade Policy and International Business Policies to become competitive in international business
3. Apply conceptual skills in their international operations such as international commercial terms, payment terms and risks management and analyze the role of professional managers/entrepreneurs in international business.

Syllabus

Teaching Hours

Unit I: Overview of International Business, Market Research and Market Entry Strategies <ul style="list-style-type: none"> • Basics concepts and evolution of international Business • Stages of International Business • Importance of internal and external environment for international business • Need to go international • Distinguishing International, MNCs, Global and, TNCs, companies • Different approaches international business and organizational structure and intl. HRM and international environment (EPRG Model), • International Market Research and Cross - cultural Differences • Multinational Corporations / International Technology Transfer related issues 	9
Unit II: Globalization, Theories of International Trade and Investment; Concepts of Balance of Payments and international taxation <ul style="list-style-type: none"> • Concept of and features of globalization • Advantages and disadvantages of globalization 	7

<ul style="list-style-type: none"> • Mercantilists, Absolute and Comparative Cost Advantage and Competitive advantage • International Trade Policies – Free Trade V/s Protection • FDI – Home and Host countries – advantages and disadvantages • Trade Related Investment Measures - TRIMs • Balance of Trade and Payments • Transfer Pricing • Global VAT Refunds 	
Unit III: India's Foreign Trade Policy – Institutions and schemes for International Business <ul style="list-style-type: none"> • An Overview of India's Foreign Trade Policy • EPCG, Duty Drawback, AA and DFIA schemes • Indian Institutional Framework for International Business 	5
Unit IV: International Finance, Risks, Payment Terms, and Commercial Terms <ul style="list-style-type: none"> • Payment Terms: Bill of Exchange, Letter of Credit • Pre - shipment and Post - shipment Finance for Export and FE risks • INCOTERMS • Export Credit Determinants, Risks and Insurance 	5
Unit V: Regional Blocks and GATT/WTO <ul style="list-style-type: none"> • Explain the concepts and principles of GATT/WTO • Concept of regional economic integration – regional blocks • GATT / WTO agreements and implication international Business 	4

Suggested Readings:

1. Carbaugh, R.J., International Economics, Thompson South-Western, Bangalore.
2. Chugan, P. K., Foreign Collaboration and Export Restrictions in Indian Industries, Himalaya Publishing House, Mumbai
3. Chugan, P. K., International Technology Transfer, Himalaya Publishing House, Mumbai.
4. Czinkota R.M., Ronkainen I.A. and Moffet, M.H., International Business, Thompson South-Western, Bangalore.
5. Daniels J., Radebaugh L., Daniel S., and Salwan P., International Business, Pearson.
6. Menipaz, E., Menipaz, A., and Tripathi, S.S., International Business: Theory and Practice, Sage, New Delhi.
7. Cherunilam, F., International Business – Text and Cases, Prentice Hall India.
8. Goyal, A., and Mohd., N., WTO in the New Millennium, Academy of Business Studies, New Delhi and MVIRDC World Trade Centre, Mumbai.
9. Hill, C. W.L., International Business, Tata McGraw-Hill Publishing Ltd., New Delhi.
10. ITC/UNCTAD/GATT, Export Marketing Strategies and Plans, International Trade Centre, Geneva.
11. ITC/UNCTAD/GATT, Introduction to Export Market Research, International Trade Centre, Geneva.
12. Joshi, R.M., International Business, Oxford University Press, New Delhi.
13. Peng, M.W., and Srivastava, D.K., Global Business, Cengage Learning India Pvt. Ltd. Delhi.
14. Mithani, D.M., International Economics, Himalaya Publishing House, Mumbai.
15. Ram P., and Garg, N., Export – What, Where and How, Anupam Publications, New Delhi
16. Rao, S. P., International Business, Himalaya Publications, Mumbai.

Title: International Logistics & Supply Chain Management; Course Code: IB610;

Credit Hour: 3.0

Historical Development and Definitions of International Logistics and International supply Chain Management, **Elements of International Logistics** and Economic Importance of International Logistics; Forces of Globalization and International Logistics Infrastructure – Modes of Transportation, Characteristics of Shipping Industry viz. Shipping Conferences and Freightling Methods, Containerization and Leasing Practices; International Trade Theories, Drivers and Barriers; Methods of Entry into Foreign Markets; **International Contracts; International Commercial Terms; International Payment Terms and Management of Transaction Risks;** International Commercial/shipping documents; International cargo Insurance and Credit Insurance; International Warehousing and Consignment Exports.

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme /
Elective : Economics & Finance Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEEF17
Course Title	Investment Banking

Course Learning Outcomes (CLO):

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

1. Interpret the managing aspects and regulations affecting of Investment Banks.
2. Develop appropriate instruments keeping in view the terms of issue of security.
3. Assess the valuation aspect and issue of various kind securities.
4. Plan the restructuring including capital restructuring of a company.

Syllabus

Teaching Hours

Unit I: Overview of Investment Banking <ul style="list-style-type: none"> • Basic Concepts and Definitions • Role of Investment Banking as Financial Intermediaries • Business of Investment Banking • American and Indian Investment Banks 	4
Unit II: Domestic Issue Management <ul style="list-style-type: none"> • Dynamics of primary market • Listing requirements and procedure • Raising funds through IPO • Methods of bringing out an IPO, and IPO Pricing • Due diligence process 	6
Unit III: Restructuring, Underwriting and Ancillary Services <ul style="list-style-type: none"> • Structured products and risk management advisory • Financial Restructuring Services • Corporate Debt Restructuring (CDR) • Underwriting Services, Business Model of Underwriting, Underwriting Commissions, Devolvement and Green Shoe Option • Issuing ADR, GDR and IDRs • Arranging for Buyback and Delisting of Shares 	9
Unit IV: Investment Banking and Business Valuation <ul style="list-style-type: none"> • Various valuation models applied in estimating value of the firm and value of equity • Merits and Limitations of each models/methods of valuation 	7

<ul style="list-style-type: none"> Valuing Private Equity and Venture Finance 	
Unit V: Issues facing Investment Banks <ul style="list-style-type: none"> Designing new financial instruments <ul style="list-style-type: none"> Adoption of Blockchain in Investment Banks Data Security Other Issues 	4

Suggested Readings:

1. Giri, P.S, *Investment Banking – Concepts, Analyses and Cases*. McGraw Hill
2. Stowell, D. P., *Investment banks, hedge funds, and private equity*. Academic Press.
3. ICFAI Press. *Investment Banking and Financial Services*.

w.e.f. Academic Year 2019-20 and onwards

Title: Marketing Research; Course Code: MM628; Credit Hours: 1.5

The Role of Marketing Research (MR) in Strategic Planning; MR Process; Developing Proposal and Preparing a Marketing Research Report; Qualitative Research Methods; Quantitative Research Methods; Designing and Implementing a Focus Group Discussion; Measurement and Scaling Techniques; Designing the Research Construct; Sampling Design; Marketing Decision Support Systems; Applications of Marketing Research.

Title: Operations Management in Retail; Course Code: OM613; Credit Hours: 3.0

Operations Management in retailing; Concept of channel and their types and functions; Channel members/channel strategy selection; Multi-channel retailing; Development of super markets and convenience stores; Rise of the web-based models in retail development; Business models in retailing; Store layout and planogram decisions; Personnel scheduling and handling operations; Warehousing and distribution; Inventory control; Service operations and their characteristics' Location and layout in retail services; Performance measurement; Service process design and re-engineering Service quality monitoring Retail demand, promotions and forecasting; Data warehousing; Technologies in retailing and their impact; Product /sector specific retailing; Internationalization of retail supply chain; International sourcing; Retail regulations in India.

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective: Organizational Behaviour & Communication Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEOB05
Course Title	Personality Development & Business Etiquette

Course Learning Outcomes (CLO):

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

1. Demonstrate the appropriate forms of behavior in social and professional circles.
2. Assess their knowledge of Self through feedback on their strengths and weaknesses.
3. Adapt effective conversational skills in terms of body language, etiquette and presence in different contexts such as social gatherings and professional meetings.
4. Develop their ability to handle casual and formal situations in terms of his/her assertiveness, personal grooming, dining and entertaining etiquette through simulated situations.

Syllabus

Teaching Hours

Unit I: Managing Self & Personal Development <ul style="list-style-type: none"> • Value of Business Etiquette & Personal Development • Self - Esteem and Self-Development • Self-improvement: Goal setting • Assertiveness • Organizing Self and Time Management • Developing a Positive Attitude • Creativity 	10
Unit II: Analyzing Your Personality <ul style="list-style-type: none"> • Personality Analysis • Self-Disclosure (T-GROUP EXERCISE) 	8
Unit III: Effective Communication Skills <ul style="list-style-type: none"> • Conversation Skills • Body Language • Public Speaking 	4
Unit IV: Business Etiquette <ul style="list-style-type: none"> • Work Place Etiquette <ul style="list-style-type: none"> ○ Netiquette ○ Telephone Etiquette ○ Meeting Etiquette ○ Etiquette with Superiors, Subordinates and Colleagues • Cross-cultural Etiquette 	4
Unit V: Personal Grooming <ul style="list-style-type: none"> • Deportment & Personal Attire 	4

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|--|--|
| • Table Manners & Restaurant Etiquette | |
|--|--|

Suggested Readings:

1. Benton, D.A., Lions Don't Need to Roar. New York: Warner Books.
2. Templar, R., The Rules of Work. Delhi: Dorling Kindersley (India) Pvt. Ltd.
3. Wallace, H. R., & Masters, L. A., Personal Development for Life and Work. Singapore: South-Western Thomson Learning.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEMM24
Course Title	Services Marketing

Course Learning Outcomes (CLO):

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

1. Identify the basic concepts and relevant issues in services marketing.
2. Analyze and develop the skills to manage the operational issues in service marketing mix.
3. Develop service marketing strategy across various service contexts.

Syllabus

Teaching Hours

Unit I: Understanding Services Marketing <ul style="list-style-type: none"> • Introduction to Services • Consumer Behaviour in Services • Marketing Research for Understanding Service Customers • Positioning of Services 	5
Unit II: Applying 4ps to Services <ul style="list-style-type: none"> • Developing the Service Product • Delivering Services through Intermediaries • Developing the Service Communication Mix • Pricing of Services 	8
Unit III: Expanded Services Marketing Mix <ul style="list-style-type: none"> • Balancing Demand and Capacity • Managing the Firm's Physical Evidence • Service Delivery Process • Service Standards and Service Design • Employees Role in Service Delivery • Managing Service Customers 	10
Unit IV: Developing Customer Relationships <ul style="list-style-type: none"> • Building and Managing Customer Relationships • Online Services Marketing • Transnational Service Operations 	3
Unit V: Service Excellence <ul style="list-style-type: none"> • Service Quality and Service Guarantees • Service Failures and Recovery Strategies 	4

Suggested Readings:

1. Lovelock, C., Wirtz, J., and Chatterjee, J., Services Marketing: People, Technology, Strategy, New Delhi: Pearson Education
2. Zeithamal, V. A., Bitner, M. J., Gremler, D. D., and Pandit, A., Services Marketing: Integrating Customer Focus across the Firm, Tata McGraw Hill, New Delhi.
3. Bateson, J. E. G., and Hoffman, K. D., Services Marketing. New Delhi: Cengage Learning
4. Johnston, R., and Clark, G. Service Operations Management-Improving Service Delivery. New Delhi: Pearson Education

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective: Strategic Management and Entrepreneurship Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SESM11
Course Title	Social Entrepreneurship

Course Learning Outcomes (CLO):

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

1. Analyze the significance of social entrepreneurship and the role played by social entrepreneurs in building a sustainable society.
2. Develop required skills and competencies to be a successful social entrepreneur.
3. Develop a social venture plan.

Syllabus

Teaching Hours

Unit I: Sensitization Phase <ul style="list-style-type: none"> • Social Entrepreneurship • Nature of Social Entrepreneurship • Issues in Business Plan Social Venture • Characteristics of Social Entrepreneur 	10
Unit II: Identity and Conceptualization Phase <ul style="list-style-type: none"> • The Need for Social Enterprises • Mind set Characteristics and Competencies • Why and how to be a Social Entrepreneur • Feasibility Analysis 	10
Unit III: Planning and Implementation Phase <ul style="list-style-type: none"> • Implementation, Financial planning, Marketing & Sales • Implementation Operations & Human • Financing - raising Capital. 	10

Suggested Readings:

1. Kumitha, R.K, Social Entrepreneurship: Working towards greater inclusiveness, Sage Publications
2. Macmillan, I C and Thompson, J D., The Social Entrepreneur's Playbook: Pressure test, plan, and launch and scale your enterprise. Philadelphia: Wharton Digital Press

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEMM26
Course Title	Strategic Brand Management

Course Learning Outcomes (CLO):

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

1. Explain key concepts in strategic brand management
2. Apply the relevant tools to manage the brand equity
3. Design the branding strategies

Syllabus

Teaching Hours

Unit I: Introduction <ul style="list-style-type: none"> • Brands and Brand Management • Brand Equity • Brand Positioning 	5
Unit II: Marketing Programs and Brand Performance <ul style="list-style-type: none"> • Brand Elements & Brand Identity • Brand Personality • Marketing Programs & Integrated Marketing Communication • Secondary Brand Associations • Brand Audit and Brand Valuation 	14
Unit III: Branding Strategies <ul style="list-style-type: none"> • Brand Architecture, Brand Portfolio and Brand Hierarchy • New Brands and Brand Extensions • Brand Reinforcement and Revitalizing Strategies • Branding in different sectors • Internet, Social Media and Branding • International Brand Management 	11

Suggested Readings:

1. Keller, K. L., Parmeswaran, M. G. & Jacob, I., Strategic Brand Management: Building, Measuring, and Managing Brand Equity. New Delhi. Pearson.
2. Kapferer, J. N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking. London. Kogan Page

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective : Information Management Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEIM14
Course Title	Technology Enabled Operations Management

Course Learning Outcomes (CLO):

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

1. Identify different types of technologies used in managing operations, both in manufacturing and services
2. Distinguish between various technologies used in operations for organizational productivity
3. Illustrate appropriate use of technology used in operations with other functions of management.
4. Assess strategic aspects of these technologies

Syllabus

Teaching Hours

Unit I: ICT Tools for Operational Efficiency <ul style="list-style-type: none"> • Evolution of Technology • Human-Machine Interface • Applications of IOT and other Industry 4.0 Technologies in Operations • ICT as a Factor of Production • ICT Systems for Designing, Monitoring & Control – CAD, CNC, PLC, SCADA, Dashboards, Telematics, Biometrics & PKI, Telemetry • ICT tools for Business Process Management (BPM) • Quality Control & Quality Assurance • Project Management through ICT 	15
Unit II: Contemporary Applications of ICT in Operations <ul style="list-style-type: none"> • Application of Information Technology in Assets Tracking & Identification • ICT Tools for Operations: Barcoding, RFID, GPS, GPRS, Satellite based Tracking • Catalytic role of ICT for R&D and New Product Development • Artificial Intelligence (Robotics, Virtual Reality, Neural Networks) & Operations • Enterprise Applications for Operations Management • Technology Implementation and Ethical issues. 	15

Suggested Readings:

1. Baltzan, P., Business Driven Technology. McGraw-Hill Education, New Delhi
2. Applegate, L. M., Austin, R.D., & Soule, D. L., Corporate Information Strategy and Management. McGraw-Hill Publishing Company Ltd., New Delhi
3. Joshi, G. Information Technology for Retail, Oxford University Press, New Delhi

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective: Human Resource Management Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEHR14
Course Title	Training and Development

Course Learning Outcomes (CLO):

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

1. Identify the theoretical frameworks and concepts in Training, Learning & Executive Development.
2. Analyze training needs, designing, delivery and evaluation of training & development.
3. Develop frameworks & practices of executive development interventions and aligning T&D function with business and organization strategies.

Syllabus

Teaching Hours

Unit I: Training & Development- An Introduction <ul style="list-style-type: none"> • Introduction to Training & Development • Strategic Training; Aligning Training to Business Needs And Performance; • Adult Learning Theory -Characteristics of Adult Learners 	5
Unit II : Training Process <ul style="list-style-type: none"> • Training Needs Analysis (TNA),Analysing and interpreting TNA data • Work Environment & Program Design • Setting Training Objectives, Training & Development Proposal • Transfer of Training • Training Evaluation -Models, designs & practices • Training Evaluation- Analysis & interpretation of results 	8
Unit III : Training Methods <ul style="list-style-type: none"> • Traditional Training Methods; • E-Learning & M-Learning and use of technology in Training- Basics • Technology-based learning- LMS & CBT 	7
Unit IV : Executive Development <ul style="list-style-type: none"> • Executive Development; Strategies to provide executive development • Career Planning, Succession Planning - issues & concerns; • Mentoring at workplace; Coaching for Managers 	5
Unit V : T&D Policy & Integration <ul style="list-style-type: none"> • Training Policy & Aligning Training with HR subsystems • Outsourcing Training; • T&D for effective change at workplace • Future of T&D 	5

Suggested Readings:

1. Noe, A. R., and Kodwani, A, Employee Training and Development, The McGraw-Hill Companies.
2. Blanchard, P. N., & Thacker, W.J., Effective Training. Prentice-Hall India.
3. Lynton, R.P., and Pareek, U, Training for Development, Sage
4. Goldstein, I., and Ford, J.K, Training in Organizations. Cengage Learning.
5. All the available volumes of Jossey-Bass& Pfeiffer on training manuals and hand books.
w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme /
Elective : Economics & Finance Area

L	T	PW	C
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Course Code	MFT5SEEF26
Course Title	Valuation

Course Learning Outcomes (CLO):

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

1. Illustrate different models that can be used for the valuation of assets and firms.
2. Analyze the relation between riskiness of the business and its valuation.
3. Evaluate and compare various valuation models.
4. Determine the value of special types of assets.

Syllabus

Teaching Hours

Unit I: Overview of Valuation <ul style="list-style-type: none"> • Introduction to Valuation • Estimation of Cash Flows • Cash Flows Forecasting • Estimating Terminal Value and Competitive Advantage Period 	5
Unit II: Discounted Cash Flow Valuation (DCF) <ul style="list-style-type: none"> • Discount Rates and Firm Valuation • Firm Valuation Using FCFF • Equity Valuation Using FCFE • Special Topics in DCF 	12
Unit III: Relative Valuation <ul style="list-style-type: none"> • The Context of Relative Valuation • Estimating Price/Sales Ratio, Price/Book-Value Ratio • Estimating Price/Earnings Ratio, Price/CF Ratio • Enterprise Value/EBIT • Residual Earnings Valuation 	6
Unit IV: Valuation of Specific Assets <ul style="list-style-type: none"> • Valuing Cash, Liquidity and Other Assets • Valuation of Intangibles • Valuation of Synergy • Cost of Distress • Valuation Models of Leading Banks 	7

Suggested Readings:

1. Damodaran, A., Damodaran on Valuation, John Wiley & Sons.
2. Damodaran, A., Applied Corporate Finance, John Wiley & Sons.
3. Damodaran, A. Investment Valuation, John Wiley & Sons

4. Cornell B., Corporate Valuation, McGraw-Hill.
5. Koller T., Goedhart M, and Wessels D., Measuring and Managing the Value of Companies, Mckinsey.
6. Penman S., Financial Statement Analysis and Security Valuation, McGraw Hill.
7. Damodaran, A., The Little Book of Valuation, John Wiley & Sons.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme /
Elective : Economics & Finance Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEEF28
Course Title	Working Capital Management

Course Learning Outcomes (CLO):

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

1. Discuss the importance of working capital management.
2. Evaluate working capital requirement.
3. Assess the challenges faced in managing working capital in domestic and international operations.
4. Plan for financing working capital requirement.

Syllabus

Teaching Hours

Unit I: Introduction to Working Capital <ul style="list-style-type: none"> Contextual Environment Working Capital Policies Alternative Approaches to Working Capital Investment 	5
Unit II: Cash Management <ul style="list-style-type: none"> Cash Management: Strategies and Systems Cash Flow Planning and Management Management of Corporate Liquidity and Financial Flexibility Models for determining optimum cash balance 	10
Unit III: Credit Management and Inventory Management <ul style="list-style-type: none"> Theories of Trade Credit Management of Account Receivables: Credit Decision Criteria Monitoring and Control Trade Credit Strategies Strategies and Techniques of Inventory Management 	8
Unit IV: Financing Working Capital and Treasury Management <ul style="list-style-type: none"> Financing Working Capital Integrating Components of Working Capital Symptoms of Poor Working Capital Management Treasury Management: Domestic and International 	7

Suggested Readings:

1. Bhalla, V.K., *Working Capital Management*, New Delhi: S. Chand & Company Pvt. Ltd.
2. Chandra, P., *Financial Management: Theory and Practice*, New Delhi: McGraw Hill Education (India) Private Limited.

3. Pandey, I. M. and Bhat, R., *Cases in Financial Management*. New Delhi: McGraw Hill Education (India) Private Limited.
4. Sagner, J., *Working Capital Management-Applications and Cases*. New Delhi: Wiley India Pvt. Ltd.
5. Bhattacharya, H., *Working capital management: Strategies and Techniques*. New Delhi: PHI Learning Pvt. Ltd.

w.e.f. Academic Year 2019-20 and onwards

Term-VI

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective: Information Management Area

L	T	P	C
		W	
3	-	-	3

Course Code	MFT5SEIM02
Course Title	Business Analytics and Data Visualisation

Course Learning Outcomes (CLO):

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

1. Compare the business analytics techniques for data driven decision making
2. Elaborate on organizational framework for analytical culture
3. Evaluate the importance of data visualization in business analytics

Syllabus	Teaching hours
Unit I: Analytical Decision Making <ul style="list-style-type: none"> Analytical Decision making Data as a strategic asset for business organizations Embedding analytics in business process Reporting / Descriptive Analytics, or Predictive analytics Data-Driven Strategies Building analytical culture Industry trends in analytics Optimization Techniques (Fuzzy Logic, Artificial Neural Networks, Genetic Algorithms) Other methods and techniques Hybrid systems and adaptability Ethical issues in business analytics 	10
Unit II: Data Analysis and Interpretation <ul style="list-style-type: none"> Data Analysis and Interpretation Identifying core KPIs Choice of techniques Developing a hybrid model with specific tools Sourcing data-validating data and models Using high-level framework and integrating with tools Analytics Delivery Balanced score card and other business performance management systems Report design and development 	12
Unit III: Data Visualisation for Business <ul style="list-style-type: none"> Introduction to Data Visualization for businesses Visualization of Numerical and Non-Numerical Data Creation of Dashboards using IT Tools Business Activity Monitoring through Dashboard 	8

Suggested Readings:

1. Dinesh K., *Business Analytics: The Science of Data - Driven Decision Making*. Wiley
2. Yau, N., *Visualize This: The Flowing Data Guide to Design, Visualization, and Statistics*. John Wiley & Sons

w.e.f Academic Year 2019 -20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEMM05
Course Title	Customer Relationship Management

Course Learning Outcomes (CLO):

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

1. Analyze the need for CRM as a business strategy and its benefits
2. Develop customized CRM strategy for a firm and work out its economics
3. Appraise performance outcomes and metrics for CRM projects

Syllabus

Teaching Hours

Unit I: Foundation of CRM <ul style="list-style-type: none"> Relationship marketing and CRM Behavioral foundations: Satisfaction, Loyalty and the Perception of value 	4
Unit II: Strategic CRM <ul style="list-style-type: none"> Customer lifecycle management Customer lifetime value Customer experience management Developing CRM strategy 	8
Unit III: Operational CRM <ul style="list-style-type: none"> CRM applications: sales force automation, campaign management, marketing and service support automation Collaborative CRM E- CRM 	8
Unit IV: Analytical CRM <ul style="list-style-type: none"> CRM and Business intelligence CRM tools and techniques 	5
Unit V: CRM Implementation <ul style="list-style-type: none"> Building the relationship driven enterprise Integrating the information technology, people and process components CRM deployment in different sectors 	5

Suggested Readings:

1. Buttle, F., and Stan, M., Customer Relationship Management - Concepts and Technologies; Routledge

2. Shainesh, G., Sheth, J.N., Customer Relationship Management – A strategic perspective; Macmillan India Ltd
3. Kincaid, J.W., Customer Relationship Management – Getting it Right; Pearson Education Inc
4. Reinartz, W.J., Customer Relationship Management - A Databased Approach; Wiley student edition

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective: Human Resource Management Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEHR05
Course Title	Human Resource Analytics

Course Learning Outcomes (CLO):

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

1. Explain preparation of human resource metrics to support business improvement
2. Identify and use human resource data in organizations for decision making
3. Develop an action plan to drive the use of human resource measurement in organizations

Syllabus

Teaching Hours

Unit I: Introduction to Human Resource Analytics <ul style="list-style-type: none"> • Understanding HR indicators, metrics and data • Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework 	5
Unit II: Statistics for HRM <ul style="list-style-type: none"> • Statistical analysis for HR (regression analysis, measures of central tendency) • Graphs, tables, spreadsheets 	7
Unit III: Benchmarking and best practices <ul style="list-style-type: none"> • Staffing, supply and demand forecasting, • Total compensation analyses, • Performance Analytics, • Attrition Analytics, • Learning and Development Analytics, Diversity Analytics, Employee engagement analytics, • Employee satisfaction analytics 	13
Unit IV: Measuring HR Contribution <ul style="list-style-type: none"> • Developing HR Scorecard • Developing HR Analytics Unit: Analytics Culture • Analytics for decision making 	5

Suggested Readings:

1. Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association
2. Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business
3. Prasad, B. V. S., and Sangeetha, K., HR Metrics: An Introduction, IUP
4. Becker, B.E., Huselid, M.A., Ulrich, D., The HR Scorecard: Linking People, Strategy and Performance, Harvard Business School Press

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Elective : Economics & Finance Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEEF15
Course Title	International Finance

Course Learning Outcomes (CLO):

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

1. Explain international financial system and techniques involved in international financial decision making.
2. Demonstrate risk management in international finance using derivative products.
3. Examine the determination of exchange rate and various risks involved in international financial markets.
4. Evaluate international investment and capital budgeting.

Syllabus

Teaching Hours

Unit I: Overview of International Financial System <ul style="list-style-type: none"> • International Transactions and Balance of Payments • International Financial Systems: Developments and Institutions 	3
Unit II: Foreign Exchange Rate Arithmetic and Conventions <ul style="list-style-type: none"> • Determination of exchange rate • Purchasing Power Parity • Interest Rate Parity • International Fisher Effect • Forward Rates • Arbitrage 	5
Unit III: Forex Rates, Derivatives and Risk Management <ul style="list-style-type: none"> • Hedging through Derivatives • Money Market Hedging • Currency Futures • Currency Options • Currency Swaps • Interest Rate Swaps • Interest Rate Risk 	10
Unit IV: International Investment and Financing <ul style="list-style-type: none"> • International Portfolio Investment • International Cost of Capital and Capital Budgeting • Working Capital for Multinationals • Financing for MNCs 	12

Suggested Readings:

1. Sharpio A. C., Moles P., *International Financial Management*, John Wiley & Sons.
2. Apte, P.G. *International Financial Management*, Tata McGraw-Hill, New Delhi.

3. Sharan V. V., *International Financial Management*, PHI Learning.
4. Madura J., *International Financial Management*, Cengage Learning.
5. Desai M., *International Finance – A Casebook*, John Wiley & Sons.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective: Human Resource Management Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEHR07
Course Title	International Human Resource Management

Course Learning Outcomes (CLO):

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

1. Explain the key concepts, models, strategic and functional roles of International HRM.
2. Examine the implications of cross-national differences of culture and institutions on human resource policy choices of multinational enterprises.
3. Analyze issues of people management in the international work environment.
4. Develop competency in dealing with cross-cultural work environment.

Syllabus

Teaching Hours

Unit I: Introduction to International Human Resource Management <ul style="list-style-type: none"> • Introduction to International HRM; • Development of the International Business and Strategic HRM 	6
Unit II: International Recruitment, Training and Development <ul style="list-style-type: none"> • Global Staffing • Performance Management • Training and Development 	10
Unit III: International Compensation <ul style="list-style-type: none"> • International Compensation and Benefits 	4
Unit IV: IHRM in Cross-Border Mergers and Acquisitions <ul style="list-style-type: none"> • HRM in International Joint Ventures; • Managing Across Cultural Differences 	4
Unit V: Issues and Challenges for Expatriate and Repatriates <ul style="list-style-type: none"> • Repatriation; • Union and Employee Relations for Multinational Firms • HRM Practices in other Countries • Issues, Challenges & Developments in International HRM 	6

Suggested Readings:

1. Dowling, P. J., Festings, M., and Engle, A., International human resource management: Managing people in a multinational context. Cengage Learning.
2. Briscoe, D., Tarique, I., & Schuler, R., International Human Resource Management: Policies and Practices for Multinational Enterprises. Routledge.
3. Tayeb, M., International Human Resource Management: A Multinational Company Perspective. Oxford University Press.
4. Bhatia, S. K., International Human Resource Management. Deep and Deep Publications.
5. Harzing, A. W., & Ruysseveldt, J. V., International Human Resource Management, New Delhi: Sage Publications

6. Gupta S.C., Textbook of International Human Resource Management, New Delhi: Macmillan India.
7. Mendenhall, M.E., Oddou, G.R., and Stahl, G., Readings and Cases in International Human Resource Management, Noida: Routledge.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEMM12
Course Title	International Marketing

Learning Outcomes (CLO):

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

1. Identify the issues related to design and implementation of International Marketing Strategy
2. Relate and analyze factors affecting international marketing environment
3. Analyze the issues and challenges related to market entry and expansion strategies into foreign markets.
4. Develop strategies for international markets.

Syllabus

Teaching Hours

Unit I: The International Marketing Environment <ul style="list-style-type: none"> • Management Orientations in the context of International Marketing • Forces affecting global integration and international marketing • Global Economic, Socio-Cultural, Political, Legal and Regulatory Environment • The Global Trade Environment 	7
Unit II: Approaching International Markets <ul style="list-style-type: none"> • Information Technology, Management Information Systems, and Big Data for International Marketing • Global Market Segmentation, Targeting and Positioning Strategy • Global Market Entry and Expansion Strategies • Importing, Exporting and Sourcing in the context of International Marketing 	8
Unit III: The International Marketing Mix <ul style="list-style-type: none"> • Product and Brand Decisions • Pricing Decisions • Marketing Channels and Physical Distribution in the context of International Marketing • Global Marketing Communications decisions 	8
Unit IV: Digital Revolution, Strategy and Leadership in International Marketing <ul style="list-style-type: none"> • Global E-commerce 	7

<ul style="list-style-type: none"> • Value Networks and Disruptive Technologies in the context of International Marketing • The Digital Revolution: New Products and Services • Global Competition and National Competitive Advantage • Leadership and Organisation for International Marketing • Ethics, Corporate Social Responsibility and Social Responsiveness in the context of International Marketing 	
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Suggested Readings:

1. Keegan, W.J., and Green, M.C., Global Marketing, New Delhi: Pearson India Education Services Pvt. Ltd.
2. Czinkota, M.R., and Ronkainen, I.A., International Marketing, New Delhi: Cengage Learning Indi Pvt. Ltd.
3. Albaum, G., and Duerr, E., International Marketing and Export Management, New Delhi: Pearson India Education Services Pvt. Ltd.

w.e.f. Academic Year 2019-20 and onwards

Title: Internet Marketing; Course Code: MM613; Credit Hour: 3.0

Overview and scope of Internet marketing; The digital world and networks; Marketing strategies in internet marketing; Web based business models; Customer support in internet marketing; Designing customer experience, personalisation; Managing customer relationship on net; New product development and the net; Pricing in the web world; Managing communication in internet marketing; Managing distribution in internet marketing; Traffic and brand building; Managing customer interface; Online transaction and e-commerce; Organising for the net.

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time)/
BBA-MBA (Five Year Integrated) Programme
Elective: General Management Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEGM12
Course Title	Management Consulting

Course Learning Outcomes (CLO):

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

1. Define key factors and issues relevant to a consulting engagement and examine their inter-relationships and learn to ‘apply’ concepts, processes and interventions to manage client-consultant relationship effectively
2. Design and develop ‘Proposals’, responding to RFIs/RFPs including pricing models, effort and time estimates, costs and overhead estimation, etc.
3. Analyze and present issues concerning organizational problems in a concise, accurate, clear, and interesting manner utilizing diagnostic tools and analytical frameworks for developing business solutions

Syllabus

Teaching Hours

Unit I: Management Consulting- An Introduction <ul style="list-style-type: none"> • Introduction to Management Consulting; Course objectives, schedule & expectations; • Drivers of Management Consulting? Why Hire a Management Consultant? • Skill sets for becoming a Management Consulting professional • Different types Consultants (Pure play Business consultants; Hybrid Management and IT consulting; Investment Banking firms; Private Equity; Market Research and Advisory firms; Pure play; HR Consulting firms; Export Import advisory firms; Individual or small Consulting firms; Marketing Consultants; Ad & media planning etc.) • Management Consultancy firms; Leading consulting firms in India and Globally- The Big 5 and the Big 7; Typical ownership structure of a consulting firm 	5
Unit II: Management Consulting Process <ul style="list-style-type: none"> • Who are potential customers (Private, Government, Multilateral, Industry associations, etc.) for Management Consulting; Their processes for engaging a consultant. • The Consulting Engagement Process- <ul style="list-style-type: none"> ○ Opportunity identification to concluding delivery; stages of a Consulting Engagement; 	14

<ul style="list-style-type: none"> ○ Client Initiation; Understanding requirements for the client; RFPs and Needs Analysis; ○ Structure of a Technical Proposal; ○ Key Evaluation criteria; ○ Structure of a Financial Proposal, Effort Estimates and Pricing Models; ● Presentations: Different purpose of the presentation – What stage of the engagement is the presentation? Proposal presentation, Interim presentation, Final Presentation 	
Unit III: Functional Consulting <ul style="list-style-type: none"> ● Accounting & Financial Consulting ● HR Consulting ● IT/Digital Consulting 	6
Unit IV: Contemporary Issues in Management Consulting <ul style="list-style-type: none"> ● How do consulting firms market their services? ● Finance & control issues ● Knowledge Management: Importance and best practices within consulting firms ● Change Management & Organisational Interventions ● Emerging challenges & Ethical issues, Implications for the future; ● Consulting as a Career; What do management-consulting companies look for; Wrapping up: course summary and sharing of learning experience 	5

Suggested Readings:

1. Goldratt, E.M., The Goal 2: It's Not Luck, Productivity & Quality Publishing Pvt. Ltd.
2. Sadler, P., The Handbook of Management Consultancy, Kogan Page.
3. Kubr, M., Management Consulting – A Guide to the Profession
4. Block, P., Flawless Consulting: A Guide to Getting Your Expertise Used, Pfeiffer
5. Greiner, L.E., and Fleming, P., The Contemporary Consultant, South-Western
6. Clark, T., and Robin Fincham, R., Critical Consulting: New Perspectives on the Management Advice Industry, Wiley
7. Ashford, M., Con Tricks: The Shadowy World of Management Consultancy and How to Make it Work for You, Simon & Schuster
8. Management Consulting: Perspectives and Prospects / by 5th Asia-Pacific Conference of Management Consultants
9. Belman, G. M., The Consultant's Calling: Bringing Who You Are to What You Do, Jossey-Bass
10. James O.S., and Charles Madigan, C., Dangerous Company: The Consulting Powerhouses and the Businesses They Save and Ruin, Crown Business
11. Kihn, M., House of Lies: How Management Consultants Steal Your Watch and Then Tell You the Time, Import US
12. Rasiel, E., The McKinsey Way, McGraw-Hill

w.e.f. academic year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme /
Elective : Economics & Finance Area

L	T	PW	C
3	-	-	3

Course Code	MFB5SEEF19
Course Title	Management Control Systems

Course Learning Outcomes (CLO):

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

1. Analyze the environment and constituents of management control system of an organization with reference to its strategy.
2. Design the management control system for an organization for effective implementation of the organization's strategy.
3. Appraise the variations in management control system of an organization that arise due to changes in the external business environment.

Syllabus

Teaching Hours

Unit I: Management Control Environment <ul style="list-style-type: none"> • Nature of Management Control; Issue of Goal Congruence; • Responsibility Centers: Revenue and Expense Centers, Profit Centers and Investment Centers; • Transfer Pricing in Management Control 	10
Unit II: Management Control Process <ul style="list-style-type: none"> • Strategic Planning & Budget Preparation; • Analysing Financial Performance Reports; • Performance Measurement Systems; • Management Compensation; 	12
Unit III: Variations in Management Control <ul style="list-style-type: none"> • Management Control Systems for Control of Differentiated Strategies; • Control of Service Organizations; • Control of Multinational Organizations; • Control of Projects 	8

Suggested Readings:

1. Anthony, R. & Govindarajan, V., *Management Control Systems*. McGraw Hill Publications
2. Anthony, R., Hawkins, D. & Merchant, K., *Accounting – Text and Cases*. McGraw Hill Publications.
3. Maciariello, J. A. & Kirby, C. J., *Management Control System*. Prentice Hall of India Publications.
4. Kaplan, R. S. & Atkinson, A., *Advanced Management Accounting*. Pearson Education.
5. Merchant, K. & Van der Stede W. A., *Management Control System*. Pearson Education.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme /
Elective : Economics & Finance Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEEF20
Course Title	Mergers and Acquisitions

Course Learning Outcomes (CLO):

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

1. Identify and explore steps involved in M&A Process.
2. Explain related subjects such as Cross Border Acquisitions, ESOPS and Takeover Defence.
3. Apply insights gained to analyse cases and impact on industries.

Syllabus

Teaching Hours

Unit I: Overview Mergers and Acquisitions <ul style="list-style-type: none"> • M&A Strategy • Global Market for M&A • Searching for Acquisitions 	2
Unit II: M&A Process <ul style="list-style-type: none"> • Steps involved in M&A • Valuation: Primer, DCF Method, Real Options, Privately Owned companies, Start Ups • Designing Consideration • Making a Deal (Negotiations) • Accounting and Regulatory Issues in Closing • Post Closure Integration 	12
Unit III: Related Subjects Such as CBO, ESOPS and Takeover Defence <ul style="list-style-type: none"> • Cross Border M&A • Take Over Defence • Spin Offs and Care Outs • ESOPs • Guest Lectures 	6
Unit IV: Case Studies of Organization and Industries <ul style="list-style-type: none"> • Case studies of Organizations • Case Studies of Industries 	10

Suggested Readings:

1. Krishnamurthy, C., and Vishwanath, S. R., Mergers, Acquisitions and Corporate restructuring, Sage Publications.

2. DePamphilis, D.M., *Mergers, Acquisitions and other Restructuring Activities*, Academic Press.
3. Sherman, A., *Mergers and Acquisitions from A to Z*. Amacom.
4. Reed, S. F., Lajoux, A. R., & Nesvold, H. P., *The Art of M & A: A Merger Acquisition Buyout Guide*. McGraw Hill.
5. Pignataro, P., *Mergers, Acquisitions, Divestitures, and Other Restructurings, +Website*. John Wiley & Sons.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective: Organizational Behaviour & Communication Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEOB04
Course Title	People Management and Leadership

Course Learning Outcomes (CLO):

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

1. Define leadership and the features of an effective leadership style.
2. Explain the relationship between leadership style and the delivery of business results.
3. Identify the consequences of effective people management in building and sustaining organizations.
4. Evaluate their own potential as future business leaders.
5. Construct an individual action plan for their own leadership development.

Syllabus	Teaching Hours
Unit I: Leadership - An Introduction <ul style="list-style-type: none"> • Leadership, Businesses and Organisations. • Understanding Leadership Behaviour & Attributes. • Leading and Managing. • Effective Leaders 	4
Unit II: Leaders and Leadership - An Academic Perspective <ul style="list-style-type: none"> • Approaches to Leadership- The Trait and Behaviour, Contingency Approach. • Contemporary Theories • Transformational Leadership. • Level 5 Leadership. • Authentic Leadership. • Dark Side of Leadership • Managing Human Resources in a Knowledge Society. • Gaining Competitive Advantage Through People. 	8
Unit III: Leadership Skills <ul style="list-style-type: none"> • Leadership Skills. • Building & Managing Teams. • Empowering Subordinates. • Decision Making and Problem Solving. • Networking and Building Relationships. • Negotiation Skills 	8

Unit IV: Developing Leadership - Moving Towards Becoming a Leader <ul style="list-style-type: none"> • Developing Leadership. • Self-Awareness. • Individual and Personal Effectiveness • Identifying the Barriers. 	4
Unit V: Learning Integration <ul style="list-style-type: none"> • Leadership Process. • Managing Individual Performance. • Rewarding and Recognising Performance. • Building Organisations for the Future. • Creativity, Innovation and the Learning Organization. • Leadership in MSMEs. • Leading For Organisational Change, Creating Organisational Experiences. 	6

Suggested Readings:

1. Adler R. B., Rosenfeld L. B., and Procter II, R.F., Interplay: The Process of Interpersonal Communication. Oxford University Press.
2. Daft, R. L, Leadership. New Delhi: Cengage Learning.
3. Haldar U. K., Leadership and Team Building. Oxford University Press, India.
4. Hughes R. L., Ginnet R.C. and Curphy G. J., Enhancing the Lessons of Experience. Tata McGraw Hill Companies.

w.e.f. Academic Year 2019-20 onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective : Operations Management & Quantitative Techniques Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SE0Q11
Course Title	Project Management

Course Learning Outcomes (CLO):

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

1. Relate the importance of Project Management.
2. Illustrate Strategic implications of Project Planning.
3. Create Project Implementation Plan.

Syllabus

Teaching Hours

Unit I: Introduction <ul style="list-style-type: none"> • Modern Project Management; • Alignment of projects with organization strategy; • Organization: Structure and Culture 	7
Unit II Project Planning <ul style="list-style-type: none"> • Defining the project; • Estimating project times and costs • Developing a project plan 	6
Unit III Project Resource <ul style="list-style-type: none"> • Managing risk; • Scheduling resources 	7
Unit IV Effective Project Management <ul style="list-style-type: none"> • Reducing project duration • Leadership: Being an effective Project Manager 	6
Unit V Performance Evaluation <ul style="list-style-type: none"> • Managing project teams; • Partnering: Managing inter-organizational relations; • Progress and performance measurement and evaluation; Project audit and closure 	4

Suggested Readings:

1. Gray, C. F., Larson, E.W., and Desai, G. V., Project Management-The Managerial Process, McGraw Hill.
2. Gido, J., and Clements, J., Project Management, Cengage Learning.

w.e.f. Academic Year 2019-20 and onwards

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective : Marketing Area

L	T	PW	C
3	-	-	3

Course Code	MFT5SEMM20
Course Title	Retail Marketing

Course Learning Outcomes (CLO):

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

1. Identify and define Retail Marketing concepts and its significance in retail marketing
2. Relate and analyze factors affecting retail value Proposition
3. Develop retail marketing strategy

Syllabus

Teaching Hours

Unit I: Overview of Retailing <ul style="list-style-type: none"> • Retailing Scenario, Retail Lifecycle and Scope • Retail Value Chain • Types of Retailers • Multichannel Retailing • Franchising • Retail Shopping Behavior 	8
Unit II: Retail Strategy <ul style="list-style-type: none"> • Retail Strategic Planning Process • Retail Research • Retail Financial Strategy • Retail Location 	6
Unit III: Retail Marketing Mix <ul style="list-style-type: none"> • Merchandising Management • Category Management • Retail Pricing • Retail Pricing Decisions • Retail Supply Chain Management and Information Systems • Retail Communication Mix • Store Layout, Design, and Visual Merchandising 	12
Unit IV: Retail Customer Services and Technology <ul style="list-style-type: none"> • Customer Relationship Management • Customer Services • Technology in Retail 	4

Suggested Readings:

1. Berman, B., Evans, J., Chatterjee, P., and Shrivastava, R., Retail Management: A Strategic Approach New Delhi: Pearson Education.
2. Levy, M., Weitz, B. and Pandit, A., Retail Management. New Delhi: Tata McGraw Hill.
3. Pradhanand, S., Retail Management (Text and Cases), New Delhi, Tata McGraw Hill.
4. Bruce, M., Christopher M., and Birtwistle, G., International Retail Marketing, Elsevier: New Delhi.
5. Ogden, R. J., and Ogden, T. D., Integrated Retail Management (Indian Adaption), Wiley Pvt Ltd: New Delhi.
6. Chetan, B., Tuli, R., and Srivastava, N., Retail Management. Oxford University Press.

w.e.f. Academic Year 2019-20 and onwards

Title: Strategic Financial Management: Course Code: FM620; Credit Hours: 3.0
Financial Strategy and Corporate Strategy, Valuation, Cost of Capital, Optimal Financial Structure, Financial Modeling, Value Creation through Risk Management, Interest Rate Modeling and Fixed Income Valuation, Role of Strategic Cost Management.

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Elective: Operations Management & Quantitative Techniques Area

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Course Code	MFT5SE0Q16
Course Title	Total Quality Management

Course Learning Outcomes (CLO):

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

1. Identify some of the basic concepts, philosophies and practices in Total Quality Management (TQM).
2. Develop basic understanding of some of the widely used TQM tools and techniques for quality improvement.
3. Analyze and solve problems using quality management methods.

Syllabus

Teaching Hours

Unit I: Introduction to Quality, Philosophies & Product and Service Quality <ul style="list-style-type: none"> • Evolution of quality, Role, Importance and Concept of TQM as Fundamental Business Strategy, cost of quality. • Philosophy of Quality Gurus- Deming, Juran, and Crosby. • Product and service quality-the Kano model, Concept of Internal and External Customers. 	6
Unit II: TQM model, Practices and Management Tools <ul style="list-style-type: none"> • TQM model and Practices-Benchmarking, quality audits and vendor selection. • Six-Sigma, Continuous process improvement, quality awards and certifications: ISO9000, ISO14000 and others. • Management tools: five whys, affinity diagram and others. 	6
Unit III: Quality Tools for Continuous Improvement <ul style="list-style-type: none"> • Tools and techniques for continuous improvement. • Designing for Quality Function Deployment (QFD). 	3
Unit IV: Statistical Process Control and Capability Analysis <ul style="list-style-type: none"> • Probability distributions used in quality • Statistical basis of process control. • Control charts for variables-mean, range and standard deviation. • Control charts for attributes. • Process capability analysis. 	10
Unit V Quality by Design <ul style="list-style-type: none"> • Concept of reliability, the reliability life cycle, probability distributions in modelling reliability. • System reliability, components in series, parallel and standby • Taguchi's philosophy to quality, loss function approach, S/N ratio. 	5

Suggested Readings:

1. Mitra, A., Fundamentals of Quality Control and Improvement, Wiley.
2. Gryna, F.M., Chua, R.C., Defeo, J. A., Juran's Quality Planning & Analysis for Enterprise Quality, Tata Mc-Graw Hill
3. Besterfield, D. H., Besterfield, M. C., Besterfield, G. H., Besterfield, M. S., Urdhwareshe, H., and Urdhwareshe, R., Total Quality Management, Pearson.
4. Krishnamurthy, K.S and Krishnamurthy, V. R., A First Course in Quality Engineering: Integrating Statistical and Management Methods of Quality, CRC Press.
5. Gitlow, H. S., Oppenheim, A. J., Oppenheim, R., and Levine, D. M., Quality Management, McGraw Hill.
6. Evans, J. R., and Lindsay, W. M., Managing for Quality and Performance Excellence, Cengage.
7. Sharma, S., Total Quality Management: Concepts, Strategy and Implementation for Operational Excellence, Sage.
8. Evans, J. R., and Lindsay, W. M., An Introduction to Six Sigma & Process Improvement, Cengage.

w.e.f. academic year 2019-20 and onwards