

MBA Course

Course Code	Semester	Credit	Course Name
MB -451	I	6	Financial Accounting & Analysis
MB-453	I	3	Managerial Economics
MB-455	I	3	Quantitative Methods-I
MB-457	I	8	Organizational Behaviour
MB-459	I	2	Business Law
MB-461	I	3	Marketing Management
MB-463	I	3	Business Communication
MB-465	I	4	Basic Professional Development Lab
BS-501	I	2	Buddhist Moral Value & Contemporary Society
MB- 452	II	6	Managerial Accounting
MB- 454	II	6	Financial Management
MB- 456	II	6	Human Resource Management
MB- 458	II	6	Operations Management
MB- 460	II	6	Business Environment
MB- 462	II	4	Business Research Methods
MB- 464	II	6	International Marketing
MB- 466	II	6	Quantitative Methods-II
MB-468	II	6	Strategic Management
MB-470	II	4	Advanced Professional Development Lab
MB-472	II	6	Managing Principles and Processes (Open Elective)
MB- 511	III	4	Total Quality Management (Core)
Finance			
MB-521			Management of Financial Services
MB-522			Financial Derivatives
MB-523			International Financial Management
MB-524			Tax Planning & Management
MB-525			Security Analysis & Portfolio Management
MB-526			Wealth & Investment Management
MB-527			Corporate Valuation & Restructuring
MB-528			Financial Modeling
MB-529			Micro Finance
MB-530			Financial Re-engineering
MB-531			Public Finance
MB-532			Risk Management
Human Resource Management			
MB-533			Organisation Change & Development
MB-534			Cross Cultural Management

MB-535	Performance Management & Competency Mapping
MB-536	Training & Development
MB-537	Diversity Management
MB-538	Compensation Management
MB-539	Industrial Psychology
MB-540	Leadership & Team Building
MB-541	Recruitment and Selection
MB-542	International HRM
MB-543	Industrial Relations & Labour Laws
Marketing	
MB-545	Sales & Distribution Management
MB-546	Advertising & Sales Promotion
MB-547	Marketing of Services
MB-548	Customer Relationship Management
MB-549	Consumer Behavior
MB-550	Strategic Retail Management
MB-551	Marketing Research
MB-552	Rural Marketing
MB-553	International Marketing
MB-554	Brand Management
MB-555	IT in Retailing
MB-556	Integrated Marketing Communication
MB 590	Integrated Marketing Communication & Digital Marketing
Operations	
MB-557	Supply Chain Management
MB-558	Business Process Re-engineering
MB-559	Spread Sheet Modelling for Business Decisions
MB-560	Service Operations Management
MB-561	Project Management
MB-562	Operations Strategy
MB-563	Inventory Management
MB-564	Materials Management
MB-565	Six Sigma
MB-566	Warehousing Management
MB-568	Data Analytics for Decision Making
Strategy	
MB-569	Managing International Strategy
MB-570	Social Entrepreneurship
MB-571	Managing Growth Strategies
MB-572	Management of Innovation
MB-573	Competitive Strategy

MB-574	Strategy Implementation and Business Transformation
MB-575	Family Business Management
MB-576	Building high performance organizations
MB-577	Managing Intellectual Property Rights
MB-578	Knowledge Management and Learning Organization
MB-579	Strategic Alliances and Corporate Restructuring
MB-580	Leadership Vision and Entrepreneurship
Information Technology	
MB-581	E-Governance
MB-582	Cyber Security & Business Intelligence
MB-583	Strategic Management for IT
MB-584	Software Project Management
MB-585	Data Mining
Business Analytics	
MB-591	Predictive Analytics
MB-592	Data Mining and Data Warehousing
MB-593	Artificial Intelligence and Machine Learning
MB-594	Advanced Forecasting Techniques
MB-595	Fundamentals of Python Programming

- **1,Credit = 15 Hours**
- **WE offer Dual Specialization and a Student has to complete five papers in each specialization in the 2nd year of MBA.**
- **List of Elective in HRM,Finance ,Operation, Business Analytics**

• **Gautam Buddha University School of Management**

Greater Noida

Programme: MBA and Integrated B.Tech. + MBA

Course: FINANCIAL ACCOUNTING & ANALYSIS (MB-451)

Instructor	: Dr. Satish K. Mittal	Year/ Sem	: 2014-15/Sem- I, VII
Email	: skumar@gbu.ac.in	Phone	: 01202346170
Department	: Finance & Economics	Credit	: 3
Sessions	: Forty Five	Each Session	: 60 Minutes

Introduction:

Financial accounting keeps track of a company's financial transactions. Using standardized guidelines, the transactions are recorded, summarized, and presented in a financial report or financial statement such as an income statement or a balance sheet. Its purpose is to provide enough information for management and others to assess the value of a company for them.

Aims and Objectives:

- (a) To help the students gain a thorough understanding about the process and accounting system in an organization and generation of reports through this systems. The uses of various accounting information in business decision, internal as well as external reporting purposes.
- (b) To develop expertise in analyzing the financial performance of a company with the help of scanning the Balance Sheet and Profit & Loss Account.
- (c) To develop an appreciation of corporate financial reporting system in the national and international context i.e. the role of International Accounting Standards (IAS), Generally Accepted Accounting Principles (GAAP) as well as Indian Accounting Standards (AS).
- (d) To provide insights into using accounting information for decision-making with help of Fund flow and Cash flow analysis

Pedagogy:

A mix of instructional methods will be used like lectures, case analysis and exercises. The efforts would be made to strengthen the conceptual knowledge and application through cases and exercises. Emphasis throughout will be applications of concepts, principles and techniques to company data available from published sources. Special Emphasis will be given to help the participants to develop analytical ability to analysis corporate financial reports. This will be done on the basis of a company balance sheet. Case and Exercises will be announced separately.

Learning Outcomes:

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

- Understand the accounting process and accounting system in an organization.
- Prepare Financial Statements of the company.

- Use of various accounting information in business decision with help of Fund flow and Cash flow analysis.
- Analyze the financial performance of a company with the help of scanning the Balance Sheet and Profit & Loss Account.

Evaluation Scheme:

Continuous assessment will be done. All the students are advised and expected to be regular in all evaluation exercises.

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Text Book:

R. Narayanaswami: Financial Accounting; a managerial Perspective (2011), 4th Edition, P H I Learning Pvt Ltd
(R N)

Suggested Readings:

1. S. N. & S.K. Maheshwari : Advanced Accounting Vol.-1 **(SN-1)**
2. T. S. Grewal - Introduction To Accountancy **(TSG)**
3. M.Y. Khan and P. K. Jain : Management Accounting **(KJ)**
4. Kieso and Weygandt: Financial Accounting **(KW)**
5. Robert Anthony, Hawkins and Merchant – Accounting: Text and Cases, 13th Edition, MCGraw Hills Publications. **(AHM)**
6. Maheshari and Maheshwari - Corporate Accounting **(M&M)**

SESSION NO.	TOPICS TO BE COVERED	Reference Books
1-2	Overview of Accounting, Evolution of Accounting, Types of Accounting, Need and Scope of Accounting,	(R N) -Chap.-1, Pg.-7-39
3-4	Accounting Concepts and Conventions and its Significance	(R N) -Chap.2, Pg.-56-75
5	Accounting Policies-Tangible & Intangible Assets and depreciation, Accounting Standards, GAAP,	(SN-1) -Chap-2, pg-1.15-1.29
6-7	The concept of double entry- Accounting Equation, (Exercise on Accounting Equation) Case -1	(R N) -Chap.-1, Pg.-28, Chap.2, Pg.-56-75
8-9	Types of accounts, Fundamental Principles- Golden rules of accounting	(SN-1) -Chap-2, pg-1.15-1.29
Quiz – 1,		
10-11	Accounting Process-Recording Transactions, Cash Book, Subsidiary Books,	(R N) --Chap.-3, Pg.-107-122
12-13	Journalizing of transactions, Ledger and Trial	(SN-1) -Chap.4, Pg.-1.47-1.52

	Balance	
14-15	Errors and Rectification of Errors, Bank Reconciliation Statement.	(SN-1) -Chap.5, Pg.-1.61-72
16	Final Accounts-Capital and Revenue Expenditure/Receipts	(R N) --Chap.3, Pg.-107-122 (Handouts)
17-21	Formats of Mfg. Acc., Trading and P/L Acc., Profit Appropriation Acc. and Balance Sheet with contents (Case-2)	(SN-1) -Chap.9, 1.140-1.143, chap-10, pg-1.148-1.185
22-24	Preparation of Final Account and B/S with practice questions	(R N) --Chap.3, Pg.-2.7-2.68
25	Final Accounts from Incomplete Records	(R N) -Chap.8, Pg.-8.1-8.56 (SN-1)chap-10,
26-28	Policies related with Depreciation, Inventory and Intangible Assets with practice questions (Case-3)	(R N) -Chap.6, 7 & 8
Quiz – 2		
29-30	Financial Statements Analysis Part I: Understanding Annual Reports, Chairman's Statement, Directors' Report & Auditors Report, Statement of Accounting Policies followed & Notes to Accounts	(AHM) -Chap.14,Pg402-433
31-32	Presentation & Discussion on Financial Statement	
33-34	Financial Statements Analysis Part II: Meaning and types, Common size statement, Comparative B/S and Trend Analysis.	(RN) Chap-11, (AHM) -Chap.14
35-37	Ratio Analysis: Liquidity and Activity Ratios, Solvency and Profitability Ratios & Problems	(RN) Chap-11
38-39	Fund Flow and Cash Flow-Meaning and concept only (Exercise)	(RN) Chap-12
40-41	Creative Accounting and Implications, Inflation and Human Resource Accounting, Global Financial Reporting,	(Handouts)
42-43	Presentation & Discussion on Financial Statement Analysis	
44-45	Reconciliation of Profit determined as per Indian vs. International GAAPs. Window Dressing in the Statements	(Handouts)



Gautam Buddha University School of Management Greater Noida

Master in Business Administration

Course: Managerial Economics (MB-453)

Instructor:	Dr. Ombir Singh	Year/Sem:	2014-15/ I
Email:	omvir.singh@gbu.ac.in	Phone:	0120-2346161
Department:	Business Studies	Credit:	Three
Sessions:	Forty Five	Each Session:	60 Minutes

Introduction: In today's dynamic economic environment, effective managerial decision-making requires timely and efficient use of information. Managerial Economics is the application of economic theory and methodology to managerial decision making problems within various organizational settings. The emphasis in this course will be on demand analysis and estimation, production and cost analysis under different market conditions.

Aims and Objectives: The course aims to sharpen the analytical skills of the students through integrating the theories of micro economic concepts to decision making. The objective of this course is to provide students with a basic understanding of the economic theory and analytical tools that can be used in decision-making problems.

Pedagogy: The teaching pedagogy will combine lecture cum discussions, cases, assignments and exercises. Classes will be interactive. The principle teaching method will be lectures. Problem sets will be handed out to be solved by groups of students (each group member is expected to contribute equally to the solution of the problem).

Learning Outcomes: After completing this course students should-

1. be acquainted with the concepts of Micro Economics
2. be able to apply economic concepts to various organizational settings and,
3. develop skills to use economic theories in managerial decision making.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Textbook:

1. Salvatore, D, '*Managerial Economics*', Thomson, 2008.

Suggested Readings:

- 1 Peterson, Lewis & Jain, '*Managerial Economics*', Pearson Education, 2009.
- 2 Keat, P. and Young, P. '*Managerial Economics: Economic Tools for Today's Decision Makers*', Prentice Hall, 2003.
- 3 Mehta P L, '*Managerial Economics: Analysis, Problems and cases*', Sultan Chand and Sons, 10th edition, 2004.
- 4 G S Gupta, '*Managerial economics*', Tata McGraw Hill, 2003.
- 5 Mote V, Paul S and Gupta G, '*Managerial economics: Concepts and cases*', Tata McGraw hill, 2001.
- 6 Trivedi, M L, '*Managerial economic: Theory & Applications*', Tata McGraw Hill, 2003.
- 7 Koutsyannis A, '*Modern Microeconomics*', Macmillan, 1979
- 8 Adhikary, M, '*Managerial economics*', Khosla & co, 2005

Session Plan: (Each session of 60 minutes)

Session No.	Lecture Title
1.	Managerial Economics- Introduction, significance, scope. • <u>Textbook:</u> Salvatore Cht 1 <u>Other references:</u> Keat & Young Cht1; Mehta Cht 1; Adhikary Cht 1; Peterson & Lewis Cht 1; Trivedi Cht 2.
2-3	Basic tools & Concepts related to Managerial Economics: opportunity cost, marginalism, incrementalism & equi marginalism, time perspective, discounting & compounding. • <u>Textbook::</u> Salvatore Cht 1,2 • <u>Other references:</u> Keat & Young Cht1, 3; Mehta Cht 2; Peterson & Lewis Cht 1, 3; Adhikary Cht 1, 2, 6; Trivedi Cht 2, 8

4 -6	<p>Demand Analysis: demand curve, demand schedule, law of demand, determinants of demand, exceptional demand curves, change in demand versus change in quantity demanded, market demand.</p> <ul style="list-style-type: none"> • <u>Textbook:</u> : Salvatore Cht 3 • <u>Other references:</u> Keat & Young Cht3; Mehta Cht 5; Peterson & Lewis Cht 3; Adhikary Cht 6; Trivedi Cht 8
7-8	<p>Marginal Utility approach, Indifference Curve approach- Indifference curve, Budget line, consumer equilibrium.</p> <ul style="list-style-type: none"> • <u>Textbook:</u> Salvatore Cht 3 • <u>Other references:</u> Mehta Cht 4; Koutsoyiannis Cht 2; Peterson & Lewis Cht 3
9-11	<p>Elasticity of demand: meaning, measurement, determinants, and business applications.</p> <ul style="list-style-type: none"> • <u>Textbook:</u> : Salvatore Cht 3 • <u>Other references :</u> Keat & Young Cht 4; Mehta Cht 6; Peterson & Lewis Cht 3; Adhikary Cht 6; Trivedi Cht 9
11-14	<p>Demand forecasting: meaning, objectives and methods</p> <ul style="list-style-type: none"> • <u>Textbook:</u> : Salvatore Cht 4,5 • <u>Other references:</u> Keat & Young Cht 5, 6; Mehta Cht 7; Peterson & Lewis Cht 5; Trivedi Cht 10
15	Case
16-17	<p>Supply & Production decisions- supply curve, supply schedule, law of supply, determinants of supply, change in supply versus shift in supply, elasticity of supply- meaning, types, measurement.</p> <ul style="list-style-type: none"> • <u>References:</u> Keat & Young Cht3, 4; Adhikary Cht 7; Trivedi Cht 8; Peterson & Lewis Cht 6; Koutsoyiannis Cht 3.
18-19	<p>Short run analysis of production function- one factor variable (law of variable proportions) (Returns to a factor).</p> <ul style="list-style-type: none"> • <u>Textbook:</u> : Salvatore Cht 6 • <u>Other references:</u> Peterson & Lewis Cht 6; Mehta Cht 10; Adhikary Cht 7; Trivedi Cht 13; Koutsoyiannis Cht 3

20-21	<p>Short run analysis of production function - Two factors variable Iso-quants, ridge lines, isocost lines, optimal combination of inputs, expansion path.</p> <ul style="list-style-type: none"> • <u>Textbook:</u> : Salvatore Cht 6 • <u>Other references:</u> Peterson & Lewis Cht 6; Mehta Cht 10; Adhikary Cht 7; Trivedi Cht 13; Koutsoyiannis Cht 3
22	<p>Long run-all factors variable (Returns to scale), Empirical production functions</p> <ul style="list-style-type: none"> • <u>Textbook:</u> : Salvatore Cht 6 • <u>Other references:</u> : Keat & Young Cht7; Mehta Cht 10; Peterson & Lewis Cht 6; Adhikary Cht 7; Trivedi Cht 13; Koutsoyiannis Cht 3
23	<p>Cost concepts & analysis: introduction, types, relationship between production & cost.</p> <ul style="list-style-type: none"> • <u>Textbook:</u> : Salvatore Cht 7 • <u>Other references:</u> : Keat & Young Cht8; Mehta Cht 11; Peterson & Lewis Cht 7; Adhikary Cht 1, 7; Trivedi Cht 11; Koutsoyiannis Cht 4.
24	<p>Short-run cost function.</p> <ul style="list-style-type: none"> • <u>Textbook:</u> : Salvatore Cht 7 • <u>Other references:</u> : Keat & Young Cht8; Mehta Cht 11; Adhikary Cht 1, 7; Trivedi Cht 11; Peterson & Lewis Cht7; Koutsoyiannis Cht 4.
25-26	<p>Long-run costs function, relation between short run & long run cost curves, economies of scale & scope.</p> <ul style="list-style-type: none"> • <u>Textbook:</u> : Salvatore Cht 7 • <u>Other references:</u> : Mehta Cht 11; Adhikary Cht 7; Peterson & Lewis Cht 6,7.
27	<p>Applications of cost analysis (optimum output level, optimum inventory level, optimum scale of operation), Empirical estimates of costs.</p> <ul style="list-style-type: none"> • <u>Textbook:</u> : Salvatore Cht 7 • <u>Other references:</u> : Peterson & Lewis Cht 7; Mehta Cht 11; Adhikary Cht 7; Trivedi Cht 11

28-29	<p>Break even analysis & profit planning.</p> <ul style="list-style-type: none"> • <u>Textbook:</u> : Salvatore Cht 7 • <u>Other references :</u> Keat & Young Appendix 9B; Mehta Cht 11; Trivedi Cht 12
30	Case
31-32	<p>Pricing under different market structure: perfect competition- features, equilibrium of a firm, price determination in an Industry, shut down point.</p> <ul style="list-style-type: none"> • <u>Textbook:</u> : Salvatore Cht 8 • <u>Other references :</u> Keat & Young Cht 9; Mehta Cht 13; Peterson & Lewis Cht 9; Trivedi Cht 27; Koutsoyiannis Cht 5
33-34	<p>Monopoly- features, causes of origin, equilibrium of a firm, price discrimination.</p> <ul style="list-style-type: none"> • <u>Textbook:</u> : Salvatore Cht 8 • <u>Other references :</u> Keat & Young Cht 9; Mehta Cht 13; Peterson & Lewis Cht 9; Trivedi Cht 27; Koutsoyiannis Cht 6.
35	Case
36-37	<p>Monopolistic Competition- meaning, features, concept of 'Group', excess capacity & ideal output.</p> <ul style="list-style-type: none"> • <u>Textbook:</u> : Salvatore Cht 8 • <u>Other references :</u> Keat & Young Cht 10; Mehta Cht 14; Peterson & Lewis Cht 10; Koutsoyiannis Cht 8.
38	Case
38-41	<p>Oligopoly- features, Collusive oligopoly- model of centralized cartels, model of market sharing cartels.</p> <ul style="list-style-type: none"> • <u>Textbook:</u> : Salvatore Cht 9 • <u>Other references:</u> Keat & Young Cht 10; Mehta Cht 14; Peterson & Lewis Cht 10; Trivedi Cht 28; Koutsoyiannis Cht 10.

42- 43	Oligopoly: non-collusive oligopoly- prisoners' dilemma, Sweezy kinked demand model. • <u>Textbook</u> : Salvatore Cht 9 • <u>Other references</u> : Mehta Cht 14; Trivedi Cht 28; Koutsoyiannis Cht 9; Peterson & Lewis Cht 10.
44	Cases
45	Revision Class

Greater Noida

Master in Business Administration Course: Business Law (MB-459)

Instructor: Dr. Rakesh Kr Srivastava

Email: rakesh@gbu.ac.in

Department: Business Studies

Sessions: Thirty

Year/Sem: 1st (14-16) / Sem I

Phone: 0120-234-6159

Credit: 2

Each Session: 1 Hour

Introduction: Law is essential and integral part of all activities. No Business can be successful without understanding and following laws concerning trade, industry and commerce.

Aims and Objectives: The objectives of the course are:

- (a) To create an awareness about legal processes and provisions relevant to running a business.
- (b) To gain an insight into the legal positions specifically with reference to business and corporate functioning, and
- (c) To apply the provisions of law for taking correct decisions in business.

Pedagogy: The pedagogy will be a mix of lectures, experience sharing, real life discussions and assignments. The principles of law would be discussed with in the relevant cases. In addition to reading materials, additional readings and cases will be distributed in the class from time to time. Students managers are also expected to prepare and analyse all the cases as class participation is very important.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Suggested Readings:

Text Book: Kuchhal M.C. Business Law, (Vikas)

Reference Books:

1. D. P. Wadha and N.L. Rajah , The Law of Consumer Protection (New Delhi: Lexis-Nexis, 2009).
2. Tulsian P.C. Business Law (Tata Mc Graw- Hill)
3. Kapoor N. D. Elements of Mercantile Law, (New Delhi : Sultan Chand & Sons, 2010).
4. Avtar Singh, *Marcantile Law* (Lucknow: EBC, 2008).
5. N. S. Gopalkrishnan and T. G. Agitha, Principles of Intellectual Property (Lucknow: EBC, (2009).

Session Plan: (Each session of 60 minutes)

Session 1-6

Introduction to Indian Legal /Judicial System, Salient Features of Constitution of India, Structure of Judiciary and legislation. Judicial Administration, procedure for legal redressal, Types of petitions, Introduction to relevant Civil and Criminal laws and procedure. Introduction to Business law: Indian Contract Act 1872: Definition, concept of contract, valid contract, and its essential elements, criteria for classification for

contract, Quasi Contract, Various Forms of Quasi Contract, Discharge of Contract; Various remedies for breach of contract.

Session 7- 10

Sale of Goods Act, 1930: Introduction, contract of sale, agreement to sell, documents of title, conditions and warranties, Meaning, Difference, Rights and Duties of the Buyer And seller, Unpaid Seller; Doctrine of caveat emptor and its exceptions; transfer of property: significance of transfer of ownership, rules, performance, delivery of goods by seller, acceptance of delivery by buyer, remedies for breach; rights of unpaid sellers.

Session 11- 15

Negotiable Instruments Act, 1881: definition and characteristics, promissory notes, bills of exchange, and cheques, parties to negotiable instrument; methods of negotiation of instrument of Instrument , Endorsement and delivery of a negotiable instrument, negotiation by unauthorized parties, negotiation of dishonored and overdue instruments; banker and customer: introduction, crossing of a cheques, obligations of a banker, protection granted to bankers, obligations of a customer , bouncing of cheques

Session 16- 18

Partnership Act 1932: Definition of partnership, Essentials and types of partnership, Limited Liability Partnership, Distinction between a Partnership, Limited Liability Partnership and a Company; formation of partnership, registration of partnership, and kinds of partners, rights and liabilities of partners, minor's status in a partnership firm, dissolution of partnership firm.

Session 19- 25

Companies Act, 1956: Definition of a company, formation of company, memorandum and articles of associations of a company, types of companies, Share and Share Capital, management of companies: Directors and meetings; winding up of companies. The Companies (Amendment) Act, 1999

Introduction to Companies Act 2013: Key highlights and notified Sections.

Session 26-30

Consumer Protection Act 1986: definition of consumer, goods and defect, services and deficiency, consumer forums, procedure to approach consumer forums (Procedure for Redressal of Consumer's Grievances) Intellectual Property Rights: Copy Rights and Patent Law. The Depositories Act 1996,

Gautam Buddha University School of Management

Greater Noida

Programme: MBA, 1st Semester

Course: Marketing Management

Code: MB 461

Instructor: Dr. Naveen Kumar

Year/Sem: 2014-15, 1st Sem

Email: naveen@gbu.ac.in

Phone: 2346160

Department: Business Management

Credit: Three

Sessions: 45

Each Session: 60 Minutes

Introduction:

All business activities should aim at recognizing and satisfying customer wants and needs effectively. A marketing program starts with idea generation for a product and ends only when customers' wants have been completely satisfied. It might run well beyond the sale of the product, to ensure customer satisfaction and encourage repeat business. Marketing has become an inherent part of our lives and permeates every aspect of our day-to-day existence. Activities such as watching television, listening to the radio, reading the newspaper, buying grocery items – they are all dependent on marketing. Marketing focuses on satisfying human and social needs and wants, and helps companies transform private and social needs into profitable business opportunities. Marketing Management helps students understand the marketing management process and the nature of strategic planning in a marketing organization. It discusses different ways in which marketing programs can be developed and put into action.

Aims and Objectives:

The focus of the course is on building up a managerial perceptual frame work for decisions related to Marketing Functions. The objective of the course is to make students familiar with the basic elements of Marketing analysis and planning and include the recent concepts and trends in marketing.

Pedagogy:

The pedagogy will be a mix of lectures, experience sharing, real life case discussion, assignments and industry/research based projects. In addition to the reading materials, additional readings and cases will be distributed in the class from time to time. Students are also expected to prepare and analyze all the cases as class participation is very important.

Learning Outcomes:

At the end of the course it is expected that the Students will be

- Proficient to understand and appreciate the concept of marketing in theory and practice.
- To evaluate the environment of marketing and develop a feasible marketing plan(process)
- To understand and apply the STP of marketing (Segmentation, targeting, Positioning)
- To understand and appreciate the concept of marketing strategy formulation and implementation.
- Develop skills in product and pricing strategy.
- Familiarize with designing and managing Integrated Marketing Communications and enhance problem solving and decision making abilities in these areas.

- Devising strategies for entry into the global market.
- Providing a platform for presenting and defending their own case recommendations and critically examining and discussing others recommendations too.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Text Books:

(KK) Karunakaran K, Marketing Management, Current Edition, Himalaya Publication.

Suggested Readings:

1. Kotler P, Keller, Koshy and Jha : Marketing Management, 13th Edition, Pearson Education.
2. Ramaswamy & Namakumari, Marketing Management, Planning, Implementation & control, McMilan, India, Third Edition.
3. Michael, Bruce & William, Marketing Concept and cases, McGraw-Hill, New Delhi, Thirteenth Edition.
4. Sherlekar S, "Marketing Management", Himalaya Publishing House, Mumbai.
5. Maurice & Mondell & Larry Rosenberg - Marketing: Prentice Hall of India Ltd. New Delhi.
6. Mohammad Amanatuallah: Principles of Modern Marketing. Kalyani Publications New Delhi.
7. William J, Stanton and Charles Futrell, Fundamentals of Marketing, Tata McGraw Hill, New York.

Session Plan: (Each session of 60 minutes)

Session	Topic(s)	Reading(s)
1-4	Introduction to Marketing Nature, Scope and Importance, Definition and Evolution of Marketing, Core Marketing concepts, Marketing as a Function, Marketing Management, Marketing orientation or concepts, Customer Relationship Management, Marketing Process, Developing the Marketing Mix, The role of Marketing Mix in Marketing Planning and Marketing Strategy, choosing	KK Ch. 1

	the optimum Marketing Mix	
5-7	Understanding the Marketing Environment Scanning the Environment, Meaning and Concepts, Microenvironment, Macro Environment, Responding to the Environment	KK Ch. 2
8	Case Study	
9-12	Market Segmentation, Targeting and Positioning What is Market Segmentation, Need for segmentation, Benefits of segmentation, Bases of segmentation, Segmenting consumer markets and Business Markets, Target Marketing, Positioning	KK Ch. 3
13	Case Study	
14-17	Buyer Behavior(Consumer Behavior) What is Buyer Behavior, Meaning and Importance, Buyer Behavior Models, Buying characteristics influencing Buyer Behavior, Buying Motives, Buying Decision Making Process, types of Buyer Behavior, Stages in the Buying Decision Process, Business Markets and Buying Behavior, Characteristics of organizational Markets, Buying Decision of organizational Buyer, Factor influencing organization Buyers, Organizational Buying Process Case Study	KK Ch. 4
18	Case Study	
19-22	Marketing Research Introduction to Marketing Research, Objectives, scope and Importance, Characteristics of a Good Research, the marketing research process, Applications and limitations of Marketing research, Ethics in Marketing research	KK Ch. 5
23-26	Demand Measurement and Sales Forecasting Meaning and Importance, Measures of Market Demand, Major concepts in Demand Measurement, Steps in Forecasting, Methods of Sales Forecasting, Limitations	KK Ch. 6
27	Case study	
28-30	Product Decision Concepts of Products, Levels of Products, The Product Hierarchy, Classification of Products, Concept of Product Life cycle, Product Decision, Product Line Decisions, Product Mix Decisions, Brand Concepts, Product Differentiation, Brand Positioning	KK Ch. 7
31-32	Pricing Decision and Strategies Importance of Pricing, Objectives of Pricing, Factor Influencing Pricing Decisions, Pricing Strategies, Steps in Pricing Procedure, Price and Terms	KK Ch. 16

	of Sale, Special Pricing Strategies	
33-35	Distribution Decisions Channels of Distribution, Role and Importance of channels, Functions of Channels, Channel Levels, Types of Intermediaries and Number, Selection of Channel for Consumer and Business Markets, Retailing, Types of Retailing, wholesaling-Types and service, Multichannel Marketing systems	KK Ch. 12
36-39	Marketing Communications Components of Promotion Mix, Integrated Marketing Communications(IMC), the IMC Process, Promotion Mix Strategies-Push and Pull, Factors Determining Promotion Mix, Developing Effective Advertising Programmes, Sales Promotion, consumer Sales promotion, trade Promotions, Public Relations, Popular Advertising Campaigns Case Study	KK Ch. 13
40-43	New Horizons in Marketing The Future Belongs to Holistic Marketing, The 4 As Framework and Customer Focus, Brand-building Implications for the Present and the Future, Experiential Marketing, Emotional Marketing	KK Ch. 23
44	Case Study	
45	Presentations and Discussions	



Gautam Buddha University School of Management Greater Noida

Master in Business Administration

Course: Business Communications (MB 463)

Instructor: Dr. Omprakash

Email: om@gbu.ac.in

Sessions: 45

Year/Sem: 2014-15 /

Phone: 0120-2344430

Credit: 03

Introduction: Communication for Managers is intended to help the learners think strategically about communication and to aid in improving writing, presentation, and interpersonal communication skills within a managerial setting. The value of communication, particularly in business situations is indispensable. In this highly competitive business environment effective skills of communication are required to put one's ideas across effectively. The course intends to enhance quality of interaction at personal, interpersonal and team levels for the fulfillment of organizational goals and objectives.

Aims and Objectives:

1. To provide the learners with the basic concepts of Communication.
2. To acquaint them with the nuances of Communication in the business organisations.
3. To equip them with desired skills of communication to handle multi-tasked contexts.

Pedagogy: Writing and speaking skills necessary for a career in management. Students polish communication strategies and methods through discussion, examples, and practice. Several written and oral assignments, mostly based on material from other subjects and from career development activities. The teaching methodology will be a judicious blend of Lectures, Demonstrations, Technical Presentations, Class works, Real life situation analysis, Case study, Presentation by students of their project work, and Exercises. The content delivery shall be in a highly interactive mode, expected to be participated by all, and therefore students are advised to come equipped with sufficient readings on the topic. Cases will be intimated later. Exercises will be provided at the lecture sessions.

Learning Outcomes: After successful completion of the course the learners will be able to:

1. relate to and handle nuances of Communication effectively in the contemporary context.
2. connect to and communicate in business environments as professionals,
3. understand the role and relevance of Communication, with special reference to the domains they will be working in.

Evaluation Scheme: Evaluation Schemes include submission and presentation of Class Participation, Projects and Assignments, Case-Studies and Presentations, and Mid-Semester & End-Semester Tests. It is essential to follow the deadlines for preparation and submission of assignments, projects, and presentations as indicated by the course coordinator.

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Class participation

The attendance requirement for successful completion of the course is a minimum of 75%. Students are encouraged to participate actively and contribute to the quality of teaching-learning process.

Projects & Assignments

Projects and Assignment shall be comprehensive in nature. In case of Group Assignment, The group shall be decided in consultation with the course coordinator. The credit shall be given to analytical writing and ability to relate it with the context. It is mandatory that the participants use Power Point Slides in their class presentations. Credit shall be given for structured presentation, analytical content and ability to respond to queries.

Case studies & presentations

Cases shall engage students in exploring current communication challenges in the business environment. Students are expected to do little research before presenting final outcomes of the case in oral and written formats.

Mid-Sem Exam

Mid-Sem test shall comprise of medium-size answer questions. The test shall be of two hours duration. The test shall be based broadly on the syllabus covered till mid-term teaching.

End-Sem Exam

End-Sem test shall comprise of fundamental, analytical and comprehensive questions. The test shall be based on the entire course coverage (more weightage on the post-mid term coverage) and designed to test the conceptual clarity of the subject and their applications.

Text Book: BCOM, Lehman Carol M., Dufrene Debbie D., Sinha Mala, Cengage Learning Publication, First Impression 2011

Suggested Readings:

1. BUSINESS CORRESPONDENCE AND REPORT WRITING, R.C. Sharma & Krishna Mohan, TMH- 3rd Edition 2007
2. BASIC BUSINESS COMMUNICATION SKILLS FOR EMPOWERING THE INTERNET GENERATION, Lasikar & Flatley, TMH- 10th Edition 2007
3. CONTEMPORARY BUSINESS COMMUNICATION, Scot Ober, Biztantra, 5th Edition (Indian Adaptation) 2008
4. NEGOTIATIONS, Michael L. Spangle & Myra Warren Isenhardt, Sage Publications, South Asia Edition 2008
5. BUSINESS COMMUNICATION, Meenakshi Raman & Prakash Singh, Oxford University Press

Session Plan: *(Each session of 60 minutes)*

Session 1. Communication: Foundation and Analysis

Reading: BCOM, Lehman, Dufrene, Sinha, Cengage Learning Publication, First Impression 2011 (Chapter1, Page 1-9)

Session 2,3. Verbal and Non Verbal Communication

Reading: Contemporary Business Communication, Scot Ober, Biztantra, 5th Edition (Indian Adaptation) 2008, (page17-21)

Session 4,5. Communicating within Organization

Reading: BCOM, Lehman, Dufrene, Sinha, Cengage Learning Publication, First Impression 2011

Session 6. Barriers to and Gateways of Effective Communication

Reading: Contemporary Business Communication, Scot Ober, Biztantra, 5th Edition (Indian Adaptation) 2008, (page17-21)

Session7-9. Group Communication: Characteristics of Effective Groups, From Groups to Teams, Meeting Management

Reading: BCOM, Lehman, Dufrene, Sinha, Cengage Learning Publication, First Impression 2011 (Chapter 3 Page 50-63)

Session 10. Case Presentations

Reading: Relevant Reference Material to be suggested/distributed during session

Session 11. Attributes to Effective Communication

Reading: BASIC BUSINESS COMMUNICATION SKILLS FOR EMPOWERING THE INTERNET GENERATION, Lasikar & Flatley, TMH- 10th Edition 2007 (Chapter 1 pages 2-15)

Session 12. Language Skills: LSRW

Reading: Relevant Reference Material to be suggested/distributed during session

Session 13. Strategies of Effective Listening

Reading: Relevant Reference Material to be suggested/distributed during session

Session 14. Practice of Effective Listening

Reading: Relevant Reference Material to be suggested/distributed during session

Session 15. Strategies for Effective Reading

Reading: Relevant Reference Material to be suggested/distributed during session

Session 16. Practice of Effective Reading

Reading: Relevant Reference Material to be suggested/distributed during session

Session 17. Strategies for Effective Writing

Reading: BASIC BUSINESS COMMUNICATION SKILLS FOR EMPOWERING THE INTERNET GENERATION, Lasikar & Flatley, TMH- 10th Edition 2007 (Chapter 2 pages 21-38, Chapter 4 pages 63-78)

Session 18-20. Strategies for Effective Speaking: Designing and Delivering Oral Presentation

Reading: BASIC BUSINESS COMMUNICATION SKILLS FOR EMPOWERING THE INTERNET GENERATION, Lasikar & Flatley, TMH- 10th Edition 2007 (Chapter 15 pages 433-447)

Session 21-23. Case Presentations

Reading: Relevant Reference Material to be suggested/distributed during session

Session 24,25. Communicating Electronically

Reading: BCOM, Lehman, Dufrene, Sinha, Cengage Learning Publication, First Impression 2011

Session 26-28. Report Writing

Reading: BASIC BUSINESS COMMUNICATION SKILLS FOR EMPOWERING THE INTERNET GENERATION, Lasikar & Flatley, TMH- 10th Edition 2007 (Chapter 10, Chapter11, Chapter 12, pages 273-355)

Session 29. Business Proposals

Reading: BCOM, Lehman, Dufrene, Sinha, Cengage Learning Publication, First Impression 2011 (Chapter 12 pg 285-289)

Session 30-32. Business Letters

Reading: BCOM, Lehman, Dufrene, Sinha, Cengage Learning Publication, First Impression 2011 (Chapter 6 pg 122-160)

Session 33-35. Communication for Employment: Preparing Résumés and Application Messages

Reading: BCOM, Lehman, Dufrene, Sinha, Cengage Learning Publication, First Impression 2011 (Chapter 14 pg 332-359)

Session 36-38. Notices, Office Memos, Minutes, Tender Notices and other Correspondence

Reading: Relevant Reference Material to be suggested/distributed during session

Session 39,40. Practice: Internal/External Correspondence

Reading: Relevant Reference Material to be suggested/distributed during session

Session 41. Communication and Negotiations, Nature of Negotiations, Process of Negotiations

Reading: NEGOTIATIONS, Michael L. Spangle & Myra Warren Isenhardt, Sage Publications, South Asia Edition 2008 (Chapter 1 pages 1-17)

Session 42. Negotiations with Different Stakeholders, Attributes to Successful Negotiations

Reading: NEGOTIATIONS, Michael L. Spangle & Myra Warren Isenhardt, Sage Publications, South Asia Edition 2008 (Chapter 8 pages 233-254)

Session 43. Case Presentations

Reading: Relevant Reference Material to be suggested/distributed during session

Session 44,45. Persuasive Communication

Reading: Communication Works, Gamble, Teri Kwal & Gamble Michael, Tata-McGraw Hill, India, Ninth Edition (Chapter 18, pg. 498-511)

Greater Noida

Programme: MBA Semester II

Course: Managerial Accounting MB-452

Department:	Management	Credit:	2
Sessions:	Thirty (60 minute each)		

Introduction: During the past two decades organizations have faced dramatic changes in their business environment. Technological innovations, deregulations and explosion of international commerce have made business environment highly competitive to meet customer demands. Further competing successfully in today's highly competitive environment, importance of right decision at the right time cannot be ignored. Management Accounting provides the relevant information to the concern managers for taking the decisions on the basis of contemporary information. In the industry, Management Accounting is not only being utilized for scorekeeping of the past performance but also as a major information provider for the managerial decision-making. Earlier, Management Accountants operated in a staff capacity, usually separated from the managers for whom they provided information and reports. Whereas now these days, Management Accountants serve as Internal Business Consultant, working side-by-side in cross-functional teams with managers from all areas of the organization.

Aims and Objectives: This course focuses on how cost information can be useful for the managers to choose strategy, to communicate and to determine how best to implement it. The content of this course also inform that how managers use cost information to coordinate and control across the different business functions of the organization.

Pedagogy: Classroom Training

Entire course will be taught through classroom teaching, relevant cases and discussions.

Learning Outcomes: After completing this course students should be able to understand that how cost information supports planning, controlling and decision making process of the organization.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Total **100**

Suggested Readings:

Text Book:

Managerial Accounting- James Jiambalvo (John Wiley & Sons Pte Ltd, Second Edition) (JJ)

Reference Books:

1. Cost Accounting - Charles T. Horngren, Srikant M. Datar, George Foster (Indian Subcontinent Edition), Published by Pearson Education (HG)
2. Introduction to Management Accounting - Charles T. Horngren, Gary L. Sundem and William O. Stratton (Pearson Education or PHI)
3. Managerial Accounting- Ronald W. Hilton (Tata McGraw- Hill)
4. Management and Cost Accounting – Collin Drury (Thomson Learning)
5. Managerial Accounting- Jerry J. Weygandt, Donald E. Kieso and Paul D. Kimmel (John Wiley & Sons Pte Ltd)
6. Advanced Management Accounting Text, Problems and Cases – Jawahar Lal (S. Chand)

7. Management Accounting for Decision Making – Mamta Shah (Ane Books)

Session Plan: (Each session of 60 minutes)

Part (I)	Cost Information: Cost Accumulation & Cost Assignment
Sessions (1-4)	
Topic	Managerial Accounting, Cost Classification, Management & Decision Making
Readings	JJ – Chap 1; HG – Chap 1,2 and Reading Material
Sessions (5-7)	
Topic	Job Costing: Manufacturing & Service Companies
Readings	JJ – Chap 2; HG – Chap 4 and Reading Material
Sessions (8-12)	
Topic	Process Costing , Transferred in Cost in Process Costing
Readings	JJ – Chap 3; HG – Chap 16 and Reading Material
Sessions (13-15)	
Topic	Cost Volume Profit Analysis
Readings	JJ – Chap 4; HG – Chap 3 and Reading Material
Sessions (16-20)	
Topic	Variable Costing & Absorption Costing
Readings	JJ – Chap 5; HG – Chap 9 and Reading Material
Sessions (21-24)	
Topic	Activity Based Costing & Activity Based Management
Readings	JJ – Chap 6; HG – Chap 5 and Reading Material
Part (III)	Cost Information for Decision Making
Sessions (25-26)	
Topic	Relevant Information and Production Decisions
Readings	JJ – Chap 7; HG – Chap 11 and Reading Material
Sessions (27-28)	
Topic	Relevant Information and Pricing Decisions
Readings	JJ – Chap 8; HG – Chap 12 and Reading Material
Sessions (29-30)	Group Presentations

Gautam Buddha University School of Management

Greater Noida

Programme: MBA

Course: Financial Management (MB-454)

Area:	Finance and Economics	Credit:	3
Sessions:	Forty Five (MB- 454)		

Introduction:

Up to 1950s the roles of a finance manager were limited up to raise funds and manage cash positions of the organization and it was pretty much also. Only after the acceptance and recognition of present value concepts, financial managers expanded their roles to the selection of capital projects and judicious utilization of funds. Now these managers play a dynamic role modern corporate world. Increased corporate competition, volatility in inflation and interest rates, changes in legal environment, including tax laws & ethical concerns and technological changes, have impact on various financial decisions in day to day life. As a result finance area has acquired more vital strategic role in today's world. The modern thinking in financial management accords a far greater importance to management decision making and policy.

Thus today's financial manager must have the flexibility to adapt to the changing external environment if his or her firm is to survive. This subject is designed to impart required knowledge and equip students with all important techniques and tools to take real world decisions.

Aims and Objectives:

- To help the students gain a thorough understanding about the process and system of Financial Management in an organization, it's necessity, structure, goals and scope.
- To gain insights for financing decisions and to make students aware of the various long-term and short-term sources of finance along with concept and approaches of capital structure, cost of capita, leverages and its importance.
- The uses of various techniques of project evaluation to develop expertise in analyzing and interpreting financial information to deciding the best among different projects for investment decision.
- To develop required skills for using concepts, methods and estimation of working capital management along with cash, inventory and receivables management.
- To make students aware of the concepts and approaches of dividend decision and management of earnings.

Pedagogy:

A mix of Classroom instructional methods will be used like lectures, case analysis and exercises. The efforts would be made to strengthen the conceptual knowledge and application through cases and exercises. Emphasis throughout will be applications of concepts, principles and techniques to company data available from published sources. Special Emphasis will be given to help the students to develop analytical ability to analyze corporate decisions. This will be done with the help of practical exercises. Case and Exercises will be announced separately.

Learning Outcomes:

After completion of the course student would be able to-

- Understand the process and system of Financial Management in organizations
- Design capital structure of an organization from all available resources (Equity, Bond etc.) by evaluating corresponding cost of capital.
- Use various techniques of project evaluation and analyze & interpret financial information to choose the best among different projects for investment decision.
- Analyze and design Inventory and Receivables Management and use of Cash Management including short-term borrowing for effective Working Capital Management.
- Comprehend current practices of dividend distribution and take decisions on management of earnings.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

TOTAL : 100 marks
Class participation

It is expected to maintain 100% attendance in classes however for any unforeseen circumstances, maximum 25% waiver would be allowed only after reasonable justification. Students are encouraged to participate actively and contribute to the quality of teaching-learning process.

Assignments and Exercises

Assignments shall be illustrative in nature. In case of Group Assignment, The group shall be decided in consultation with the course coordinator. The emphasis would be on to analytical writing and ability to relate it with the context. Exercises would be for practice of numerical problems.

Project & Presentations

Projects shall be comprehensive in nature. In case of Group Project, The group shall be decided in consultation with the course coordinator. Students are expected to do some research and detailed analysis before submitting the project and presenting final outcomes of the project. It is mandatory that the participants use Power Point Slides in their class presentations. Credit shall be given for structured presentation, analytical content and ability to respond to queries.

Mid-Semester Exam

Mid-Sem test shall comprise of application oriented questions based on theoretical concepts. The test shall be of two hours duration. The test shall be based broadly on the syllabus covered till mid-term teaching.

End-Semester Exam

End-Sem test shall comprise of fundamental, analytical and application oriented questions. The test shall be based on the entire course coverage (more weightage on the post-mid term coverage) and designed to test the conceptual clarity of the subject and their applications.

Suggested Readings:

Text Book

Pandey, I.M.. *Financial Management*, (10th Edition), Vikas Publications

Reference Readings

Van Horne, James C.- *Financial Management & Policy*, 2005 (Twelfth Edition), Prentice Hall of India
Brealey, Richard A. Myers, & Stewart C.- *Principles of Corporate Finance*, 2003 (Seventh Edition), Tata McGraw Hill

Hampton, John J.- *Financial Decision Making, Concepts, Problems & Cases*, 1996(Fourth Edition), Prentice Hall of India

Clark, John, Hindland, Thomas J. & Pritchard, Robert E - *Capital Budgeting –Planning and Control of Capital Expenditure*, 1989, Prentice Hall

Levy, H. & Sarnat, M : *Capital Investment and Financial Decisions*, 1990, Prentice Hall

Hill, Ned C. & Sartoris William L., *Short Term Financial Management – Text and Cases*, 1995 (Third Edition),Prentice Hall

Damodaran, Aswath- *Corporate Finance – Theory & Practice* 2004 (Second), John Wiley & Sons

Brigham Eugene F., Houston Joel F.- *Fundamentals of Financial Management*, Tenth Edition, Thomson

Knott G - *Financial Management* (Palgrave,) **[KnG]**

R P Rustagi - *Financial Management* (Galgotia, **[RPG]**)

Lawrence J - Gitman- *Principles of Managerial Finance*, (Pearson Education,) **[LJG]**

Pandey I M - *Financial Management* (Vikas) **[IMP]**

Van Horne - *Financial Management and Policy* (Pearson Education, 12th edition) **[VH]**

Sharma & Gupta, *Financial Management*, (Kalyani Publications) **[SG]**

Prasanna Chandra- *Fundamentals of Financial Management* (TMH,) **[PC]**

Session Plan: 45 sessions (Each session of 60 minutes)

FINANCIAL MANAGEMENT			
UNITS	TOPICS TO BE COVERED	SESSIONS	REFERENCE
<i>UNIT-I</i>	Concept of finance, scope and objectives of finance; Profit maximization vs. Wealth maximization; Functions of Finance Manager in Modern Age	1	<ul style="list-style-type: none"> ▪ Pandey: Chp 1 ▪ KJ: Chp 1 ▪ VH: Chp- 1 ▪ PC: Chp- 1
	Financial decision areas, Time value of money, risk and return analysis	2-3	<ul style="list-style-type: none"> ▪ Pandey: Chp- 2 & 4 ▪ KJ: Chp- 2 ▪ PC: Chp-7
	Valuation of securities; Shares and Bonds	4-5	<ul style="list-style-type: none"> ▪ Pandey: Chp- 3 ▪ KJ: Chp- 4 ▪ VH chp 2
	Sources of Finance & Related activities: Long Term: Capital market; Public Issue & Private placement of shares, bonds/debentures, Term loans and Lease	6-7	<ul style="list-style-type: none"> ▪ Pandey: Chp- 20 & 21 ▪ KJ: Chp- 17,18,19,20 &21 ▪ PC: Chp- 8, pg 191-213
	Merchant Banking & Investment Banking Money Market and instruments and Call Money Market	8-9	<ul style="list-style-type: none"> ▪ Pandey: Chp- 19 ▪ KJ: Chp- 4, pg 4.1-4.9 ▪ PC: Chp- 8, pg 191-213
	Problems and Revision	10	
<i>UNIT-II</i>	Concept of Gross Working Capital & Net Working Capital, Various Approaches to Working Capital Management	11-12	<ul style="list-style-type: none"> ▪ Pandey: Chp- 27 ▪ KJ, : Chp- 26
	Factors affecting working Capital requirement	13	<ul style="list-style-type: none"> ▪ Pandey: Chp- 28 ▪ SG: Chp- 23, pg 23.1-23.11
	Working Capital Management: Management of cash: Motives of Holding Cash, Floats and their use, Methods of accelerating cash	14	<ul style="list-style-type: none"> ▪ Pandey: Chp- 27 ▪ KJ: Chp- 29, pg 29.1-29.18 ▪ SG: Chp- 24, pg 24.1-24.12
	Inventory: Motives, Use and Importance, Levels of Inventory, Inventory Mgt. Systems; EOQ, ABC, VED, JIT etc.	15-16	<ul style="list-style-type: none"> ▪ Pandey: Chp- 29 ▪ KJ: Chp- 31, pg 31.1- 31.12 ▪ SG: Chp- 24, pg 24.13-24.19
	Receivables: Receivables Mgt., Credit Policy; formulation and execution, Costs involved in receivables, factoring	17-18	<ul style="list-style-type: none"> ▪ Pandey: Chp- 28 ▪ KJ: Chp- 30, pg 30.1-30.12 ▪ SG: Chp- 24, pg 24.24-24.40
	Sources of short term financing, Role of commercial bank in working capital management; Commercial paper; Factoring and other tools of working capital financing	19-20	<ul style="list-style-type: none"> ▪ Pandey: Chp- 30 & 31 ▪ SG: Chp- 23, pg 23.30-23.35
	Problems and Revision	21	<ul style="list-style-type: none"> ▪ Pandey: Chp- 28 - 31
<i>UNIT-III</i>	Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as source of long-term finance	22	<ul style="list-style-type: none"> ▪ Pandey: Chp- 20 & 21 ▪ SG: Chp- 21, pg 21.3-21.19 ▪ PC: Chp- 17, pg 462-473

	Concept and approaches of capital structure decision; NI, NOI, Traditional and Modigliani Miller Approach;	23-25	<ul style="list-style-type: none"> ▪ Pandey: Chp- 15 ▪ SG: Chp- 18, pg 18.1-18.21 ▪ KJ: Chp- 15, pg 15.1-15.20
	Cost of equity share, preference share and debentures	26-27	<ul style="list-style-type: none"> ▪ Pandey: Chp- 9 ▪ SG: Chp- 29, pg 29.38-29.46
	Capital Budgeting: Nature and Identifying relevant Cash Flows	28	<ul style="list-style-type: none"> ▪ Pandey: Chp- 8 ▪ PC: Chp- 14, pg 385-400
	Evaluation Techniques: Non-Discounting and Discounting; NPV,IRR and PI	29-30	<ul style="list-style-type: none"> ▪ Pandey: Chp- 8 ▪ KJ: Chp- 10 & 11, pg 10.3-11.51
	Project selection in Capital Rationing	31	<ul style="list-style-type: none"> ▪ AD: Chp- 10 & 11, pg 285-310
	Analysis of risk and uncertainty: Methods; Adjusted Rate, Certainty Co-efficient, Probability, Sensitivity Analysis and Decision Tree Analysis and Problems	32-33	<ul style="list-style-type: none"> ▪ Pandey: Chp- 12 ▪ AD : Chp- 12, pg 352-375
	Problems and Revision	34	
<i>UNIT-IV</i>	Concept of retained earnings and plough back of profits, relevancy and irrelevancy theory of dividend decision; Walter's model; Gordon's Model and Modigliani Miller model	35-37	<ul style="list-style-type: none"> ▪ Pandey: Chp- 17 ▪ SG: Chp- 29, pg 29.38-29.46 ▪ KJ: Chp- 24, pg 24.3-24.14
	Factor affecting dividend decision	38	<ul style="list-style-type: none"> ▪ Pandey: Chp- 18 ▪ KJ: Chp- 25, pg 25.1-25.8 ▪ SG: Chp- 25, pg 25.10-25.18
	Bonus shares, Management of Earnings	39-40	<ul style="list-style-type: none"> ▪ Pandey: Chp- 26 ▪ KJ: Chp- 25, pg 25.10-25.12 ▪ SG: Chp- 25, pg 25.19-25.25
	Problems and revision	41	
<i>UNIT-V</i>	Introduction to various Concepts:		
	Valuation and Corporate Restructuring; Methods of Valuation including MVA and EVA;	42	<ul style="list-style-type: none"> ▪ Pandey: Chp- 35 ▪ KJ: Chp- 32, pg 32.3-32.30
	Corporate Restructuring; Mergers, Amalgamation, Acquisition and Takeover; Venture Capital Financing & Infrastructure Financing; Derivatives for Managing Financial Risk; Financial Planning; Foreign Exchange Markets and Exposures; Disinvestment in PSUs	43-45	<ul style="list-style-type: none"> ▪ Pandey: Chp- 32-34 ▪ AD : Chp- 26, pg 834-876 ▪ KJ: Chp- 33, pg 33.3-33.70 ▪ KJ: Chp- 22, 23 ▪ KJ: Chp- 35 &37,
Presentations			

Gautam Buddha University School of Management

Greater Noida

Programme: MBA

Course: Human Resource Management MB-456

Department: Business Management

Credit: 3

Sessions: Forty Five (60 Minute each)

Course Objectives

Human Resource Management (HRM) involves all management decisions and actions that affect the nature of the relationship between the organization and its employees. Effective Human Resource Management creates a win-win relationship with employees by seeking the best fit between organizational and individual goals. With effective Human Resource Management the organization acquires a competent and committed workforce, able to support the corporate strategy. Therefore organizations can create a competitive advantage through their people. There is a dual focus in this course. The first focus is on the various human resource policies as recruitment, selection, performance management, rewards, staffing and development. Students will get insight into the basic challenges, strategic approaches and tools within these fields. The second focus covers the more holistic view on HRM. We go deeper into the relation and fit between HRM and the strategy, culture and capabilities of an organization and the balance between organizational goals and individual goals. We will therefore explicitly focus on the frameworks, paradigms and concepts that integrate the human resource policies and practices into a coherent whole. Furthermore the objective is to guide students in developing a vision on HRM from a general manager's perspective.

Student learning outcomes

The students will be able to

- Understand how managers can be effective and efficient in their role in HRM.
- Understand the basic principles and added value of HR policies and HR information systems.
- Understand how HRM is related to the organizational context.
- Develop a vision on the future of HRM.

(Each session of 60 minutes)

Session No.	Session
1-2	Nature of Human Resource Management Introduction Scope Importance
3-4	Strategic Role of HRM Introduction Strategic HRM HRM Framework
5-7	Job Analysis Process of Job Analysis Methods of collecting Job Analysis information Job Description and Job Specification

8-11	Human Resource Planning HRP concept, methods, evaluation of HRP process Work environment. Case study
12-14	Recruitment Overview of the recruitment process Case Study
15-18	Selection Descision making issues in selection Role Play
19-20	Tools for selection/interviews
21-23	Training and Development Case Study Role Play
24-25	Inducting and placing the new hires Requisites of an effective programme
26-28	Managing Careers Career planning and Development Roles in career development
29-30	Managing Careers Making promotion descision Handling Transfers
31-34	Performance Appraisal and feedback system Case Study
35-37	Compensation Management Salary Structure Compensation trends
38-40	Incentives and performance based pay Money and motivation
41-42	International human Resourse Management Managing international HR Activity The Expatriate Problem

43-44	Dynamics of employee relations/ Legal Framework Provisions of Factories Act, Minimum Wages Act etc. Case Study
45	Contemporary Issues in HRM Green HRM, Introduction & implication HR Automation

Text Book

1. Dessler, G. -- **Human Resource Management**, 2003, 9th or latest ed., Prentice Hall of India Private Ltd

Suggested Readings

2. Aswathapa – **Human Resource Management**, 2003, 3rd ed., Tata McGraw Hill.
3. Cynthia Fisher, Loyl F Schoenfeldt, James B Shaw, **Human Resource Management**, Indian adaptation, Biztantra , Wiley India
4. Rao, VSP, **Human Resource Management**, Excel Books
5. Diwedi R S-A textbook of HRM

Evaluation Scheme

- | | |
|--------------------------------------|-----|
| ➤ Quizzes/ Class Tests/Presentations | 15% |
| ➤ Mid-Semester Exam | 25% |
| ➤ Term- Semester Exam | 60% |

Gautam Buddha University School of Management

Greater Noida

Programme: MBA

Course: Operations Management (Code: MB-458)

Department: Business Management

Credit: 3

Sessions: Forty Five (60 minute each)

Introduction:

Operations Management is the core function of every business organization, be it manufacturing or service as it focuses on carefully managing the processes to produce and distribute products and services. Operations Management concerns all operations within the organization and includes management of purchases, inventory control, quality control, storage, logistics and evaluations. A great deal of focus is on efficiency and effectiveness of processes. In fact, one cannot imagine an organization without operations function. Hence, a basic knowledge of operations is mandatory for every student pursuing a management course.

The study of Operations Management is one of the oldest business disciplines. Operations Management holds the key to competitive advantage for many organizations. It is increasingly being recognized as a significant factor to contribute to the effective strategic management of firms either large or small, domestic or international covering both profit and non-profit making sectors. Future and potential managers in the form of post-graduate management students need to appreciate the degree of complexity involved with such competition and the key contemporary issues that are likely to face upon joining an organization. Understanding Operations Management will create awareness of the importance of quality concerning execution of processes which ensures that a business functions optimally, thereby focusing on high levels of production and ultimately resulting in prosperity and sustainable business.

Aims and Objectives:

1. To provide an awareness of the role of Operations Management in the functioning of a business organization
2. To give an insight into the relationships that exist between various factors that affects the operations of a business organization.
3. To equip students with tools and techniques for analyzing, designing and improving the functioning of an operations system.

Pedagogy:

The pedagogy will be a mix of lecturers, experience sharing, case discussion, assignment and industry or research based projects. The course is focused on strategic issues with cases as the primary vehicle of learning. Additional reading material and cases will be distributed in the class from time to time.

Learning Outcomes: By the end of the course, it is expected that the students will be able to

1. Develop a working knowledge of the concepts and methods related to designing and managing operations.
2. Develop a skill set used in solving problems traditionally associated with operating the operations system for quality and process improvement.
3. Gain an appreciation of the strategic importance of operations in a global business environment and to understand how operations relate to other business functions.
4. Deploy technology to enhance the scope of operations function and its importance to gain competitive advantage.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

%

Text book:

Operations Management; William J Stevenson, 9th Ed., The McGraw-Hill Companies.

Reference books:

1. Operations Management; Quality and Competitiveness in a global environment; Russell & Taylor, 5th Ed., Wiley-India Education
2. Operations Management for Competitive Advantage; Chase, Jacobs & Aquilano, 10th Ed., The McGraw-Hill Edition.

Session Plan: (Each session of 60 minutes)

Session 1. Introduction to Operations Management
Read: Ch1 (TB)

Module I Designing a Productive System

Session 2-3. Competitiveness, Strategy and Productivity
Read: Ch 2(TB)

Session 4-6. Forecasting
Read: Ch3 (TB)

Session 7-8. Product and System Design
Read: Ch4 (TB)

Session 9-11. Strategic Capacity Planning for Products and Services
Read: Ch5 (TB)

Session 12-14. Process Selection and Facility Layout
Read: Ch 6 (TB)

Session 15. **Case: M & L Manufacturing**

Session 16-17. Design of Work Systems
Read: Ch7 (TB)

Session 18-19. Location Planning and Analysis

- Session 20-22. Read: Ch8(TB)
Management of Quality : Quality Control
Read: Ch9,10 (TB)
- Session 23. **Case: Hello Wal-Mart?**

Module II Operating the Productive System

- Session 24-25. Supply Chain Management
Read: Ch11 (TB)
- Session 26-28. Inventory Management
Read: Ch12 (TB)
- Session 29-31. Aggregate Planning
Read: Ch13 (TB)
- Session 32. MRP and ERP
Read: Ch14 (TB)
- Session 33. **Case: Level Operations**
- Session 34. JIT and Lean Operations
Read: Ch15 (TB)
- Session 35. Maintenance
Read: Supplement to Chapter 15 (TB)
- Session 36-38. Scheduling
Read: Ch16 (TB)
- Session 39-41. Project Management
Read: Ch17 (TB)
- Session 42-43. Management of Waiting Lines
Read: Ch18 (TB)
- Session 44-45. Simulation
Read: Supplement to Ch18 (TB)

* TB- Text Book, RB- Reference Book



**Gautam Buddha University School of Management
Greater Noida**

Bachelor in Business Administration

Course: Business Environment (MB-460)

Department:	Business Studies	Credit:	2
Sessions:	Forty Five (60 minute each)		

Introduction: In today's dynamic economic environment, effective managerial decision-making requires timely and efficient use of information. Environment and Business is one of the most important and interesting subject that enhance the ability of analytical and logical thinking of students and helpful to make decision in this competitive world.

Aims and Objectives: The course aims to sharpen the analytical and logical skills of the students through environment concepts to decision making. The objective of this course is to provide students with a basic understanding of the business and environment that can be used in decision-making problems.

Pedagogy: The teaching pedagogy will combine lecture cum discussions, assignments and exercises. Classes will be interactive. The principle teaching method will be lectures.

Learning Outcomes: After completing this course students should-

4. be acquainted with the concepts of Environment and Business
5. be able to apply tools to various business problems

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Textbook:

Session Plan: (Each session of 60 minutes)

1-4	Introduction to Environment Management Definition, Scope and importance of Environment
5-8	Management, Environmental Pollution (Brief overview), Causes, effects and control of environmental pollution: air, water, soil, noise pollution. Solid waste management, Environment management system (EMS),
9-13	Environmental Policy, Environment Impact assessment, Environmental Accounting, Environmental Audit, Managing Environmental Issues from a business perspective
14-16	Global warming and climate change, Carbon credit , Energy crisis, Over Exploitation of natural resources, Waste management, Pollution Control Acts in India, Environment Protection Act, Global environmental policies
17-20	Environmental Problems: Air & Water Pollution; Introduction, India's efforts of controlling air pollution, sources of air pollution, effects of air pollution on human beings, penalties
21-24	Noise pollution – sources, control of noise pollution, water pollution, sources of water pollution, penalties.
25-30	Environment Management: Introduction, terminology, environmental audit, eco management and audit scheme (EMAS), Environmental standards – ISO 14000, ISO 14001,
31-35	Presentations
36-40	Waste Management: Introduction, types of wastes, integrated system for waste management, waste reuse and recycling, management of hazardous waste, waste treatment and disposal.
41-43	Forest Management: Introduction, Afforestation, deforestation, degradation of forest, Environmental Ethics
44-45	Revision

SUGGESTED READINGS

Books/References Recommended:

- 1) H.V.Yadav and S.H.Purohit, Environmental Management, Himalaya Publishing House
- 2) Anand S. Bal, An Introduction to Environmental Management, Himalaya Publishing House
- 3) Benny Joseph, Environmental Studies, Tata Mcgraw Hill Publishing Company Ltd.
- 4) Ipseeta Satpathy, Environment management, Excel Books

- 5) P.Leelakrishnan; Environmental Law Case Book, Lexis Nexis Butterworths, 2nd Ed



Gautam Buddha University School of Management Greater Noida

MBA II sem.

Course: Business Research Methods (MB-462)

Department	Business Management	Credit	2
Sessions	30 (60 minute each)		

Introduction

Managers of modern times deal with the information to remain competitive. The quality of the information plays a key role. This course covers the entire process of conducting research in the scientific way. The course discusses various research designs relevant for business research. Statistical techniques as an addition to their prior quantitative courses will be discussed. A hands on experience to use computer packages will be included as practical exercise.

Objectives

1. To generate interest among students about the field of research.
2. To provide skills for pursuing research project.
3. To introduce various tools and techniques.
4. Hands on practice on SPSS.
5. To develop confidence to deal with business problems in scientific way.

Pedagogy and course requirement

The class would be divided in to small teams. Every team will be assigned case (s) by me. Each team has to analyse and present the case. Rest of class is expected to be the active discussant. Class participation includes in-class activities and case discussions. Quizzes will be generally unannounced. Each student will be asked to take up atleast one topic/ question as individual assignment and submit a brief write up on it.

Evaluation Scheme

Case presentation (ppt) and participation (10 marks)

Quiz (10 marks)

Individual Assignment (5 marks)

Mid semester examination (25 marks)

End semester examination (50 marks)

Text book

Research Methodology: Concepts and Cases by Chawla and Sondhi, Vikas Publishing

Reference books

Business Research Methods by Zikmund, Cengage.

Business Research Methods by Bryman and Bell, Oxford University Press.

Business Research Methods by Cooper & Schindler, TMH Publication.

Session Plan

Sessions	Sections/outlines	Reference
	Section 1 (Introduction)	
1-3	Meaning, Types, Process, Applications	Chapter 1
4-6	Defining the research problem, Formulation of hypothesis	Chapter 2
	Section 2 (Research Design)	
7-9	Nature and classification of research design, Exploratory and Descriptive design	Chapter 3
10-12	Nature of experiment, causality and experimental design, classification, controlling extraneous variables	Chapter 4
	Section 3 (Data Collection, Measurement and Scaling)	
13-14	Classification of data, sources of primary and secondary data	Chapter 5
15-16	Qualitative methods of data collection	Chapter 6
17-18	Types & Classification of scales, Measurement errors	Chapter 7
19-20	Questionnaire designing process and administration, Pilot testing	Chapter 8
21-22	Sampling: concepts and design; Errors. Data: entry, editing, coding and classification. (practice on SPSS)	Chapter 9,10
	Section 4 (Data analysis and Interpretation)	
23-24	Introduction to: univariate, bivariate and multivariate analysis of data, Descriptive and inferential analysis.	Chapter 11
25-28	Introduction and classification of parametric and non-parametric tests (Practice of the tests on SPSS).	Chapter 14
	Section 5 (Report Writing)	
29-30	Report structure, Guidelines for effective documentation	Chapter 20



Gautam Buddha University School of Management Greater Noida

Programme: MBA, 2nd Semester

Course: International Marketing

Code: MB-464

Department: Business Management

Credit: 3

Sessions: 45 (60 minute each)

Introduction:

This course focuses on marketing strategy and management within the context of global and International markets. It evaluates cultural differences and aims to enhance your skills in developing and implementing marketing strategies and decision making in international contexts. This course will provide practical experience in conducting research and evaluating opportunities existing in international markets, developing plans for exploiting those opportunities, and examine the risks facing business activities in those markets through implementation of marketing plans. Through discussion, research, and practical activity students will develop the ability to prepare marketing programs that effectively reduce risk and take advantage of opportunities in the marketplaces of the world.

Aims and Objectives:

- To introduce students to the area of International Marketing.
- To gain an insight as how International Marketing activities can be carried out globally.
- To prepare students to understand International Marketing from Indian perspective with a view to take Indian companies on a global platform.
- To identify the global competition in the international business market and developing strategies.
- To identify significant characteristics of the potential markets and consumers.
- To identify the paradigm shifts in international business with increasing scope of technology.
- To become aware of current happenings in the “real world” of International Marketing.

Pedagogy:

The pedagogy will be a mix of lectures, experience sharing, real life case discussion. In addition to the reading materials, additional research papers will be preferred.

Learning Outcomes:

By course completion, students should be able to:

1. Understand the current international economic and political environment.
2. Understand the basic components of marketing strategy and tactics.
3. Understand the integration between demand and supply management in an international Context.
4. Articulate the importance of cultural disparities when developing marketing strategies.
5. Understand the importance of market research generally, but also how market research is modified to effectively understand customers across cultures.
6. Understand how firms manage products, services, and brands in an international environment.
7. Understand the importance of ethical marketing management across multiple cultures.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Text Book (TB):

TB - P K Vasudeva , International Marketing, Excel Book, Current Edition.

Reference Books:

R1- Cateora R. Philip, Graham L John, International Marketing, Tata McGraw Hill, 13th Edition.

R2-Warren J. Keegan and Mark C. Green, Global Marketin, Pearson Education, 4th Edition

R3-Subhash C. Jain, International Marketing, Thomson South-Western, 3rd Edition

R4-Rakesh Mohan Josji, International Marketing, Oxford Higher Education, 8th Edition

R5-Sak Onkvisit and John J. Shaw, International Marketing, Routledge, 5th Edition

Session	Topic for the sessions	Suggested Reading (s)
1-4	Introduction to International Marketing	Ch.1, TB
5-7	Economic Environment of International Marketing	Ch.2 TB
8-13	Global Cultural, Political and Legal Environment	Ch.4, 6,7 R1
14-18	Constraints on International Marketing-Fiscal and Non-Fiscal Barriers, Tariffs and Non-Tariff Barriers Case study	Ch.5 TB
19-21	Indian and World Trade	Ch. 7 TB
22-24	International Product Policy and Planning Case Study	Ch. 10, TB
25-27	Pricing Decisions for International Markets	Ch. 11,TB
28-31	Logistics Management, International Distribution and Sales Policy	Ch. 12,TB
32-34	Promotional Management and Advertising Case Study	Ch. 13 TB
35-38	Foreign Market Entry Strategies	Ch. 15 R1
39-42	Exim Policy and Export Procedure and Documentation	Ch.8 TB,
43-45	International Institutions Case Study	Ch. 4,TB

**GBU School of Management, Gautam Buddha University
Greater Noida**

Programme: MBA

Course: Strategic Management (MB-468)

Department : Business Management

Credits: 3

Sessions : Forty Five (60 minute each)

Introduction:

Strategic management course provides integrated learnings from functional areas. It pulls together the insights from allied disciplines. Managers in emerging markets and global markets are vying for competitive moves to ensure efficient allocation of resources. The course is designed to let students understand the varying approach of strategy concept and its dynamics.

Aims and Objectives:

- To introduce the Strategic Management Framework with managerial implications
- To discuss various models and tools needed to formulate and implement successful business strategies
- To generate the passion of strategizing, that will hone the decision making skills of students

Pedagogy:

This course invites students to participate with due preparation. Students have to analyse and present the cases in groups. They are advised to form small group with 3-4 of their classmates. A brief write up may be asked to submit soon after their presentation. The cases must be analysed with inductive and deductive logic with clear problem identification and recommendations thereof. The students are advised to go through the readings for better conceptual understanding. These readings will be supplied as and when required. Assignment may be in the form of panel discussion, role play and take home assignment.

Learning Outcomes: Having completed the course, the students should be able to :

- Review the current and desired future strategic position
- Assess organizational capabilities to align with strategy
- Manage the dynamics of strategy
- Deal with the soft and hard criterion of organization design

Evaluation Scheme:

Case Presentation and Analysis	10 marks
Quiz	10 marks
Assignment	05 marks
Mid-Sem Exam	25 marks
End-Sem Exam	50 marks

Suggested Readings:

Text Book:

Hitt, Ireland, Hoskisson and Manikuttu, Strategic Management, Cengage Learning

References Books

Thompson, Strickland, Gamble, and Jain: Crafting and Executing Strategy, 16th edition (TMH)

Wheelen & Hunger & Rangarajan: Strategic Mgmt. & Bus. Policy (Pearson Education)

Gupta, Gollakota and Srinivasan: Business Policy and Strategic Management (PHI)

Session Plan: (Each session of 60 minutes)

S. No.	Topic(s)	Reference
1-4	Strategic Management and Competitiveness	Chap 1
5-8	The External Environment:	Chap 2
9-12	The Internal Environment:	Chap 3
13-15	Business Level Strategy	Chap 4
16-18	Competitive rivalry and dynamics	Chap 5
19-21	Corporate-Level Strategy	Chap 6
22-24	Strategic acquisition and Restructuring	Chap 7
25-27	Global Strategy	Chap 8
28-31	Cooperative Implications of Strategy	Chap 9
32-34	Corporate governance and ethics	Chap 10
35-38	Structure and controls with organizations	Chap 11
39-42	Leadership and Implications for strategy	Chap 12
43-45	Entrepreneurial Implications for strategy	Chap. 13

Note: The case/readings (may be changed/added, if needed) will be provided as and when required.

Gautam Buddha University School of Management
Greater Noida
Programme: MBA
Course: Total Quality Management (Code MB-511)

Instructor: Ms. Shadma Parveen
Department: Business Management
Sessions: 30

Batch / Semester: 2021-23, III
Credit: 2
Each Session: 60 Minutes

Introduction:

This course focuses on the essence, principles, and practices of total quality management (TQM). Some of the ideas and topics that are covered are: process improvement; process orientation; quality; human resources; quality function deployment; process control and capability; learning and organizational quality measures.

Aims and Objectives:

- To understand the Total Quality Management concept and principles and the various tools available to achieve Total Quality Management.
- To understand the statistical approach for quality control.
- Provide a basic understanding of "widely-used" quality analysis tools and techniques. Create an awareness of the quality management problem-solving techniques currently in use.

Pedagogy:

Entire course will be taught through lectures, relevant cases and assignments will be given to supplement the learning.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Text Book:

Total Quality Management, Poornima M. Charantimath, Pearson Education, 2011.

Suggested Readings:

1. Total Quality Management Text and Cases, K. Shridhara Bhat; Himalaya Publishing House, 2010.
2. Principles of Total Quality, Vincent K. Omachonu and Joel E. Ross; CRC Press, 2008.

3. Quality Management Systems – Concepts, Strategies and Requirements, Devendra Kumar Bhatt and Aparna Raj; Kanishka Publishers, 2006.
4. Total Quality Management: Text and cases, G. Nagalingappa and Manjunath V S.,Excel Books, 2010.
5. Total Quality Management, Besterfield, Pearson Education, 2011.
6. Total Quality Management, Shailendra Nigam, Excel Books, 2005

Session Plan:

SESSION NO.	CONTENTS
1 - 2	Understanding Quality – Introduction to Total Quality Management, Business excellence through quality planning, control, and improvement.
3 - 6	integrating perspectives on quality, organizing for quality, quality management, aspects of quality management, challenges and opportunities.
7- 8	Quality Philosophies Deming philosophy, Definition of quality, Joseph Juran
9 – 11	Philip Crosby, TQM implementation, total quality management model. Taguchi principles
12 - 14	TQM- Concepts and principles What is TQM, guiding principle, creativity and innovation, measures of quality, eliminating root causes of important failure costs. Quality and productivity
15 - 18	Problem solving and continuous improvement Implementation of Six Sigma, Six Sigma Vs TQM, Kaizen, Kanban and JIT.
19 – 22	TQM in Services, Benchmarking, customer driven quality
23 – 26	Methods, Tools and Techniques used in TQM.
27 – 28	TQ through Quality Management Systems (QMS).
29 –30	Total quality through benchmarking

	Benchmarking defined, benefits of benchmarking, implementation of benchmarking.
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**Gautam Buddha University School of Management
Greater Noida**

Programme: MBA

Course: Management of Financial Services MB-521

Instructor:	Dr. Shweta Anand	Year/Sem:	2021-2023, III, VII
Email:	Shweta.anand@gbu.ac.in	Phone:	231
Department:	Business Studies	Credit:	2
Sessions:	Thirty	Each Session:	60 Minutes

Introduction: Financial Services industry is changing rapidly. The entire financial sector is threatened by significant risks at home and abroad, inside and outside the individual financial firm. 'Management of Financial Services' is designed to help students master established management principles and to confront the perplexing issues of risk, regulation, and competition that financial-service managers see as their greatest challenges for the present and future. It discusses many of the key trends and changes in the financial-services sector.

Aims and Objectives:

Pedagogy: Classroom

Entire course will be taught through classroom teaching, relevant cases and discussions.

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

- Understand the various segments of the financial service industry and its management
- Focus is on the emerging constituents of financial service industry
- Track latest developments in the field of financial services

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Suggested Readings:

Text Book:

1. Financial Markets and Financial Services - Dr.Vasant Desai (Himalaya Publishing, Latest Edition) **(VD)**

Reference Books:

1. Financial Services – M Y Khan (Tata McGraw Hills, Latest Edition) **(MY)**
2. Indian Financial System - Dr. G Ramesh Babu (Himalaya Publishing, Latest Edition) **(RB)**

3. Financial Markets Institutions and Services – N K Gupta and Monica Chopra (Ane Books India, Latest Edition) **(NK)**
4. Financial Institutions and Markets – Meir Kohn (Oxford University Press, First Indian Edition) **(MK)**
5. Dynamics of Indian Financial System – Preeti Singh (Ane Books India, Latest Edition) **(PS)**
6. Financial Markets and Services - E.Gordon, Dr.K.Natarajan (Himalaya Publishing, Latest Edition) **(GN)**
7. Indian Financial System – D K Murthy, Venugopal (I K International, First Edition) **(MV)**

Session Plan: (Each session of 60 minutes)

Part (I)	Introduction and Overview
Sessions (1-2)	
Topic	An Overview of Financial System
Readings	MV Chap 1, PS Chap 1, Reading Material
Sessions (3- 4)	
Topic	The Financial-Services Industry in India – An Overview
Readings	VD Chap 17, PS Chap 18
Sessions (5)	
Topic	Role of SEBI, RBI in Financial Sector and Financial Inclusion
Readings	VD Chap 32, NK Chap 13&14, MK Chap 20, MV Chap 4, PS Chap 4&5
Sessions (6)	Class Test and Quiz
Part (II)	Important Financial Services
Sessions (7-8)	
Topic	Investment Banking
Readings	Reading Material
Sessions (9-10)	
Topic	Merchant Banking and New Issue Management
Readings	VD Chap 18, NK Chap 22, PS Chap 6, Reading Material
Sessions (11-12)	
Topic	Custodial and Depository Services
Readings	VD Chap 30, NK Chap 9, Reading Material
Sessions (13-14)	The Brokerage Services
Topic	VD Chap 31, MK Chap 11, NK Chap 12, Reading Material
Readings	
Sessions (15-16)	Mutual Funds and Hedge Funds
Topic	VD Chap 22-23, MK Chap 10, NK Chap 23, PS Chap 16, Reading Material
Readings	
Sessions (17)	Class Test and Project Assignment

Sessions (18-19)	
Topic	Credit Rating
Readings	VD Chap 28, NK Chap 21, Reading Material
Sessions (20-21)	
Topic	Private Equity, Venture Capital Financing, Angel Financing
Readings	VD Chap 21, NK Chap 20, Reading Material
Part (III)	Misc Financial Services
Sessions (22-25)	
Topic	Misc Financial Services <ul style="list-style-type: none"> • Factoring and Forfeiting • Leasing and Hire Purchase
Readings	VD Chap 24-25,19-20, NK Chap 28,PS Chap 18, Reading Material
Sessions (26-28)	Presentations on Projects Assigned and Viva
Sessions (29-30)	
Topic	Current issues facing Global Financial Services Industry
Readings	Reading Material

Greater Noida

Programme: MBA

Course: Management of Financial Services MB-521

Department:	Business Studies	Credit:	2
Sessions:	Thirty (60 minute each)		

Introduction: Financial Services industry is changing rapidly. The entire financial sector is threatened by significant risks at home and abroad, inside and outside the individual financial firm. 'Management of Financial Services' is designed to help students master established management principles and to confront the perplexing issues of risk, regulation, and competition that financial-service managers see as their greatest challenges for the present and future. It discusses many of the key trends and changes in the financial-services sector.

Aims and Objectives:

Pedagogy: Classroom

Entire course will be taught through classroom teaching, relevant cases and discussions.

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

- Understand the various segments of the financial service industry and its management
- Focus is on the emerging constituents of financial service industry
- Track latest developments in the field of financial services

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Suggested Readings:

Text Book:

Financial Markets and Financial Services - Dr.Vasant Desai (Himalaya Publishing, Latest Edition) **(VD)**

Reference Books:

Financial Services – M Y Khan (Tata McGraw Hills, Latest Edition) **(MY)**

Indian Financial System - Dr. G Ramesh Babu (Himalaya Publishing, Latest Edition) **(RB)**

Financial Markets Institutions and Services – N K Gupta and Monica Chopra (Ane Books India, Latest Edition) **(NK)**

Financial Institutions and Markets – Meir Kohn (Oxford University Press, First Indian Edition) **(MK)**
 Dynamics of Indian Financial System – Preeti Singh (Ane Books India, Latest Edition) **(PS)**
 Financial Markets and Services - E.Gordon, Dr.K.Natarajan (Himalaya Publishing, Latest Edition) **(GN)**
 Indian Financial System – D K Murthy, Venugopal (I K International, First Edition) **(MV)**

Session Plan: (Each session of 60 minutes)

Part (I)	Introduction and Overview
Sessions (1-2)	
Topic	An Overview of Financial System
Readings	MV Chap 1, PS Chap 1, Reading Material
Sessions (3- 4)	
Topic	The Financial-Services Industry in India – An Overview
Readings	VD Chap 17, PS Chap 18
Sessions (5)	
Topic	Role of SEBI, RBI in Financial Sector and Financial Inclusion
Readings	VD Chap 32, NK Chap 13&14, MK Chap 20, MV Chap 4, PS Chap 4&5
Sessions (6)	Class Test and Quiz
Part (II)	Important Financial Services
Sessions (7-8)	
Topic	Investment Banking
Readings	Reading Material
Sessions (9-10)	
Topic	Merchant Banking and New Issue Management
Readings	VD Chap 18, NK Chap 22, PS Chap 6, Reading Material
Sessions (11-12)	
Topic	Custodial and Depository Services
Readings	VD Chap 30, NK Chap 9, Reading Material
Sessions (13-14)	The Brokerage Services
Topic	VD Chap 31, MK Chap 11, NK Chap 12, Reading Material
Readings	
Sessions (15-16)	Mutual Funds and Hedge Funds
Topic	VD Chap 22-23, MK Chap 10, NK Chap 23, PS Chap 16, Reading Material
Readings	

Sessions (17)	Class Test and Project Assignment
Sessions (18-19)	
Topic	Credit Rating
Readings	VD Chap 28, NK Chap 21, Reading Material
Sessions (20-21)	
Topic	Private Equity, Venture Capital Financing, Angel Financing
Readings	VD Chap 21, NK Chap 20, Reading Material
Part (III)	Misc Financial Services
Sessions (22-25)	
Topic	Misc Financial Services <ul style="list-style-type: none"> • Factoring and Forfeiting • Leasing and Hire Purchase
Readings	VD Chap 24-25,19-20, NK Chap 28,PS Chap 18, Reading Material
Sessions (26-28)	Presentations on Projects Assigned and Viva
Sessions (29-30)	
Topic	Current issues facing Global Financial Services Industry
Readings	Reading Material



Gautam Buddha University, School of Management, Greater Noida

**Master in Business Administration (MBA) [2013-15]
Course: International Financial Management [MB - 523]**

Instructor:	Dr. Rakesh Kr Srivastava	Year/Sem:	2 nd Year/ III
Email:	rakesh@gbu.ac.in	Phone:	6159
Area:	Finance and Economics	Credit:	2
Sessions:	Thirty	Each Session:	60 Minutes

Introduction:

The world of finance has changed markedly over the since mid 70s. There was a growing realization that for achieving sustained growth with stability, it would be necessary to have freer trade, liberalized external capital movement, and relatively flexible use of domestic monetary policy. With trade being subject to multilateral negotiations, industrialized countries and few of the emerging market economies took steps to liberalize capital movements across the countries. The process of deregulation and globalization of financial market gained momentum during 1990s, expanding the choices for investors that helped to improve the prospect of reducing the cost of financial transactions and improving operational and allocative efficiency of the financial system. A number of developing countries in Asia that had started moving earlier on to the path of economic liberalization, experienced large capital inflows through 1980s and first half of 1990s.

“International Financial Management” focuses on a multinational corporation which makes its investment, financing and operating decision in an international setting. Students will learn about the international financial and currency markets and monetary system in which domestic and multinational firms operate. Students will also learn about risks and opportunities faced by a corporation as a result of operating in an international environment.

Aims and Objectives:

To develop an understanding about;

- the International Financial Environment and overview of Global Financial Market
- Foreign Exchange Market and to develop expertise in analyzing and determining the foreign exchange rate and managing foreign exchange risk.
- Financial structure and international financing decisions, knowledge of international debt market and euro currency market. And
- To gain insights into using foreign investment decisions in multinational enterprises for capital budgeting and working capital management.
- To integrate the global developments with the changing business environment in India.

Pedagogy: A mix of Classroom instructional methods will be used like lectures, case analysis and exercises. The efforts would be made to strengthen the conceptual knowledge and application through cases and exercises. Emphasis throughout will be applications of concepts, principles and techniques to company data available from published sources. Special Emphasis will be given to help the students to develop

analytical ability to analysis corporate decisions. This will be done on the basis of practical exercises. Case and Exercises will be announced separately.

Learning Outcomes: After completion of the course student would be able to-

1. Comprehend global financial environment, financial markets and foreign exchange market
2. Analyze and determine currency exchange rates and manage currency exchange risk
3. Understand and design financial structure and international financing decisions of international debt market and euro currency market
4. Analyze foreign investment decisions in multinational enterprises for capital budgeting and working capital management

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Class participation; It is expected to maintain 100% attendance in classes however for any unforeseen circumstances, maximum 25% waiver would be allowed only after reasonable justification. Students are encouraged to participate actively and contribute to the quality of teaching-learning process.

Assignments and Exercises; Assignments shall be illustrative in nature. In case of Group Assignment, The group shall be decided in consultation with the course coordinator. The emphasis would be on to analytical writing and ability to relate it with the context. Exercises would be for practice of numerical problems.

Project & Presentations; Projects shall be comprehensive in nature. In case of Group Project, The group shall be decided in consultation with the course coordinator. Students are expected to do some research and detailed analysis before submitting the project and presenting final outcomes of the project. It is mandatory that the participants use Power Point Slides in their class presentations. Credit shall be given for structured presentation, analytical content and ability to respond to queries.

Mid-Semester Exam; Mid-Semester test shall comprise of application oriented questions based on theoretical concepts. The test shall be of two hours duration. The test shall be based broadly on the syllabus covered till mid-term teaching.

End-Semester Exam; End-Semester test shall comprise of fundamental, analytical and application oriented questions. The test shall be based on the entire course coverage (more weightage on the post-mid term coverage) and designed to test the conceptual clarity of the subject and their applications.

Suggested Readings:

Text Books

1. Siddaiah Thummuluri – International Fianacial Management (Pearson, 1st edition) 2010 [ST]

Reference Readings

1. Eun and Resnick - *International Financial Management* (Tata McGraw-Hill, 4th ed) 2009 [ER]

2. Madura - International Corporate Finance (Cengage, 10th edition)
3. Apte – *International Financial Management* (Tata McGraw-Hill, 4th edition) 2006
4. Shaprio – *Multinational Financial Management* (Prentice-Hall, 4th edition) 2002
5. Eiteman et al – *Multinational Financial Management* (Pearson Education) 2004
6. Sharan – *International Financial Management* (Prentice-Hall, 2nd edition) 2003
7. Vij M – *International Financial Management* (Excel Books) 2003
8. A. V. Rajwade – *International Financial Management* (ABP Publications) 2003
9. Kirt C. Butler – *International Finance* (Thomson south-Western-Vikas 2nd edition) 2002

Session Plan: 30 sessions (Each session of 60 minutes) - Detailed session plan is on next page

COURSE PLAN FOR I.F.M. - III SEMESTER 30 sessions (Each session of 60 minutes)			
UNITS	TOPICS TO BE COVERED	SESSIONS	Readings
I	Global financial environment: Overview: Int. Monetary System, IMF and World Bank, Pre and post Bretton Woods System, Alternative Exchange Rate Regimes, Convertibility of Currency. Fixed versus Flexible Exchange Rate	3	ER - Ch. 2 ST – Ch 2
	Globalization and Multinational Firms; Role of Finance Manager in the Global context.	1	ER - Ch. 1
	International Banking and Money Market; Types of Int Banking Offices, Capital Adequacy Standard, Euro currency market, Euro Credits, Parallel Loan, Back-to-Back Loans	2	ER - Ch. 11,
	Balance of Payments: understanding, analysis and interpretation	2	ST – Ch 3
ASSIGNMENT-1 Case: The Mexican Peso Crisis 1994 & The Asian Currency Crisis 199,			
II	Foreign Exchange Market: Nature, structure, Participants, types of transactions, exchange rate quotations	4	ST – Ch 1
	Spot, forward and Cross exchange rates; Forward Premium and Discount, Arbitrage, Triangular Arbitrage		
	Networks for International Transactions –SWIFT, CHIPS		
	Foreign Exchange Market in India: nature, structure, operations and limitations, Regulations		
	Exchange rate determination, factors affecting Exchange Rates, The BOP theory of Exchange rate, forecasting, theories: Purchasing power parity, Interest rate parity etc.	2	ST – Ch 4
ASSIGNMENT-2 AND QUIZ- 1			
	Forex risk, exposure: Transaction, Economic andTranslations.	3	ST – Ch 5

III	Managing Transaction Exposure; Hedging with Forwards and futures Market, Money Market and Options Market Hedge, Hedging Foreign Currency Payables		& Case Studies from ER- Ch 8, 9 & 10
	Managing Economic Exposure; Measurement of Economic exposure, Operating Exposure; determinants and management		
	Managing Translation Exposure; Translation Methods, Translation v/s Transaction, Hedging of Translation Exposure, Translation v/s Economic Exposure		
	Currency Forwards and Futures, Options – Basic Concept	2	ST – Ch 6
ASSIGNMENT-3			
IV	Intl Bond Markets; Types of Instruments, ECB/FCCBs & Indian Case Int. Equity Market, Market structure, Trading, Cross-listing of Shares, Types of ADRs and GDRs, advantages, Indian Scenario	2	ER - Ch. 12 &13
	Portfolio Theory : An International Perspective	1	ST – Ch 14
	FDI and Cross-border Acquisitions; Trends in FDI, Why do firms invest overseas, Cross border mergers and acquisitions	2	ER- Ch 14 ST - Ch 13
	FII's and Indian Scenario	1	
V	Foreign Investment decisions: Multinational capital budgeting, Capital Budgeting from the parent firm's perspective	2	ST – Ch 9
	Financial structure and Int. financing: Optimal fin. structure, cost of capital and MNE and their foreign subsidiaries.	1	ST – Ch 10
	Working capital management in MNE, Multinational Cash Mgt. Int. Trade Finance	2	ST – Ch 11
TOTAL	ASSIGNMENT-4 AND QUIZ-2	30	

Gautam Buddha University School of Management

Greater Noida

Programme: MBA

Course: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (MB-525)

Department	: Business Studies	Credit	: 2
Sessions	: Thirty (60 minute each)		

Introduction:

Capital formation through savings and investments is a necessary precondition for economic development of a country. In the last five decades or so the field of investment has received considerable attention from academic researchers. Capital markets play an important role in the capital formation process. Structural and functional transformation with the introduction of computerized online trading and derivative trading in the capital market of India and high degree of volatility in the market posed lot of challenges for investors/ portfolio managers/ security analysts etc. For coping up the aforesaid position of the capital market a portfolio manager/ security analysts should well versed with this subject. The Securities Analysis and Portfolio Management course focuses at introducing the students about the various aspects of securities analysis and portfolio management. This course will give the introduction and advanced practical concepts, tools and applications to the Indian Securities Market.

Aims and Objectives:

- The primary objective of this course is to familiarize the student with basic concepts of Securities Analysis and Portfolio Management and its various tools and techniques to facilitate the managers in managing their portfolio.
- The other objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved, to make aware about the functioning of securities market.
- To understand the historical behavior of stocks in the Indian Stock market and to give insight into stock trading mechanics through the use of the online trading system.

Pedagogy:

A mix of instructional methods will be used like lectures, discussions exercises and assignments. The efforts would be made to strengthen the conceptual knowledge and application through cases and exercises. The emphasis of this course is on both intellectual stimulation and practical rigorous applications, through the security analysis project. The course emphasis is on the development of both quantitative analytic skills and presentation skills.

Learning Outcomes:

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

- Understand the trade-off between risks & returns.
- Use various tools and techniques to manage their portfolio.
- Take investment decisions through securities and portfolio analyses.
- Incorporate market information/ changes in their decision making.
- Do online stock trading.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Text Book:

- Prasanna Chandra **(P.C)** (3rd Edition): Investment Analysis and Portfolio Management, TMH.

Suggested Readings:

- Jordan & Fischer **(J&F)** (2008): Security Analysis and Portfolio Management, Pearson Education.
- Sudhindra Bhat **(S.B)** (2008): Security Analysis and Portfolio Management, Excel Books
- Reilly & Brown **(R.B)** (2006): Investment Analysis and Portfolio Management, Cengage Learning.
- Gyaham & DODD **(G&D)**: Security Analyses, TMH.
- Sharpe & Alexander **(S& A)** (1999): Investments, Pearson Education.
- V. K. Bhalla **(V.K.B)**: Investment Management, S. Chand.
- S. Kevin **(S.K.)**: Security Analysis and Portfolio Management, PHI.
- Punithavathy, Pandian **(P.P)** (2003). Security Analysis and Portfolio Management, Vikas.
- A.V. Rajwade **(A.V.R)**: Hand Book of Debt Securities and Interest rate Derivatives, TMH.

Session Plan of SAPM (MB-609): (Each session of 60 minutes)

Session No.	Topic to be covered	Reference Books
1	Introduction to Security Analysis and Portfolio Management, Nature and Scope, Importance.	(S.B) Chap.1, and (S.K) Chap.1, (P.C) Chap.1
2-3	Alternative Investment instrument: Equity Share, Preference Share, Debentures, Bonds, Government Securities etc.	(S.B) Chap.8, and (P.C) Chap.2
4-5	Valuation of Equity Shares, Preference Shares and Bonds.	(S.B) Chap.9 & 10, and (S.K) Chap.9, (P.C) Chap.14
6-8	Stock Market in India/ Stock Exchanges in India and Trading System.	(S.B) Chap.2-7, and (P.C) Chap.4
ASSIGNMENT-1 and Quiz – 1		
9-10	Risk and Return, Types and its Measurement, Relationship of Risk and Return, Portfolio and Security Returns, Diversification. Case-1	(S.B) Chap.11, and (P.C) Chap.5
11-12	Security Analysis: Fundamental analysis: Economy Analyses	(S.B) Chap.12, and (P.C) Chap.14
13	Fundamental analysis: Industry Analyses	(S.B) Chap.13, and (P.C) Chap.15

14	Fundamental analysis: Company Analyses	(S.B) Chap.14, and (P.C) Chap.16
Assignment-2 and Quiz – 2, Project-1		
15-17	Technical analysis: Dow Theory, Various Kinds of Charts – Relative Strength Analysis and Moving Average, Interpretation of Charts & Decision Making. Case-2	(S.B) Chap.15, and (P.C) Chap.17
18	Security Analysis: Efficient market theory, Weak – Semi-Strong and Strong Form and Random Walk Theory	(S.B) Chap.16 and (S.K) Chap.12
19	Portfolio Analysis: Risk and return,	(S.B) Chap.18 and (S.K) Chap.13, (P.C) Chap.20
20	Portfolio Analysis: Portfolio Selection,	(S.B) Chap.19 and (S.K) Chap.14, (P.C) Chap.20
21-22	Project-1, Presentation and Discussion	
Assignment-3 and Quiz –3, Project-2		
23-24	Portfolio Analysis: Capital Market Theory, CAPM, SML and CML,	(S.B) Chap.20 and (S.K) Chap.15 (P.C) Chap.9
25-26	Portfolio Analysis: Portfolio Revision and Performance Evaluation, Case-3	(S.B) Chap.21-22 and (S.K) Chap.16-17
27-28	Financial derivatives: Future, Option, and Swaps. Summary of the Syllabus	(S.B) Chap.25-26 and (S.K) Chap.18-20
29-30	Project-2, Presentation and Discussion	



Gautam Buddha University
School of Management
MBA III Sem.

Course: Organization Change and Development

Instructor	Dr. Neeti Rana	Year/Sem.	2014-15, III
Email	neeti@gbu.ac.in	Phone	0120-2346151
Department	Business Management	Credit	2
Sessions	30	Course Code	MB-533

Introduction

We are living in changing times. Environment imposes variety of challenges before organizations. To achieve a competitive advantage, organizations choose either to remain intact or adapt to changes. In the change process, an organization has to maintain congruence among various dimensions like technology, strategy, culture and processes. All of these dimensions are affected at individual, group and system level. Organizations have to devise variety to solutions to be aligned with new strategy. As the organizations are essentially a human system, these improvement efforts are primarily targeting human and social systems. The use of human resource strategy is integral to managing change. This course contains organization-environment interaction theories, resultant strategic choices and managing change.

Objectives

1. To make understand the concepts of organizational and planned change
2. To orient about the profession of Organization Development (OD)
3. To introduce various techniques of change management
4. To develop proactive approach for managing change in future
5. To elaborate theoretical foundation with practical applications
6. To sensitize about contemporary turbulent environment
7. To apply and practice OD at global work place settings

Pedagogy and course requirement

The learning has to be considered as individual as well as joint discovery of concepts and applications. As a participative learning endeavor, each one of us in the class has to create value. The class would be divided into small teams. Every team will be assigned a case by me. These cases will be based on class room's theoretical discussion. Each team has to analyse and present the case. One group has to present at a time but entire class has to contribute every time. Class participation includes in-class activities and case discussions. As an individual assignment, each student has to select any company/ organization during semester and submit its change management practices in the form of a case. Quizzes will be generally unannounced. Punctuality and attendance will also be used for evaluation.

Evaluation Scheme

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Text book

Thomas G. Cummings and Christopher G. Worley. (2009). *Organization Development and Change*, Cengage Learning.

Reference books

Organization Development by French and Bell, publisher-PHI
Dynamics of Organizational Change and Learning by Boonstra, publisher- Wiley
Managing Radical Change by Ghosal, Piramal and Barlett, publisher- Penguin
Organization Change and Development by Beer, Publisher, Good Year publishing
An experiential approach to organization development by Harvey, Publisher-Pearson
Managing Organizational Change by Nilakant and Ramnarayan, Publisher- Reponse (sage)
Organisation Design & Development by Bhupen Srivastava, publisher-Biztantra

Session Plan

Sessions	Sections/outlines
	Section 1 (Foundation)
1-2	Meaning and models of planned change, system theory
3-4	The field of organization development, history and evolution
	Section 2 (Managing the OD process)
5-6	Diagnosis and action component
7-8	Variety/ type of interventions
	Section 3 (Human Process Interventions)
9-10	Interpersonal and group processes approach, process consultation, team building, conflict management
11-12	Organization confrontation meeting, large group interventions
	Section 4 (Techno-structural Interventions)
13-14	Restructuring organizations; structural design, downsizing and reengineering
15-16	Employee involvement, concept and applications
17-18	Work design; engineering approach, motivational approach and socio-technical system approach

	Section 5 (Human Resource Management Interventions)
19-20	Models of performance management, goal setting, performance appraisal, reward systems
21-22	Talent development, coaching and mentoring, career planning
23-24	Work force diversity interventions, employee stress and wellness interventions
	Section 6 (Strategic Change Interventions)
25-26	Continuous change and adaptation, organization learning interventions, knowledge management interventions
27-28	Transformational change; concept and characteristics, cultural change
29-30	Trans-organizational change, strategic alliance and network interventions



Gautam Buddha University
Greater Noida
School of Management

Master in Business Administration

Course: Performance Management and Competency Mapping MB-535

Department: Business Management **Credit:** Two
Sessions: 30 (60 MINUTE EACH)

Introduction: Performance Management is an unending spiral, linking processes such as performance planning, managing performance throughout the year, taking stock of managee performance and potential, at the same time recognizing and rewarding success at the end of the year. It links these processes in a manner that an individual manages performance targets continuously subscribe to those of the total organization- providing consistent super coordination –to create positive goal-oriented task motivation and reduce intra-organization conflict.

The major purpose of introducing this paper is to make the students aware of the concept of performance management, why is it important, know various performance factors accountable for an individual's performance, have knowledge about variety of tools used in the organization to assess the performance.

Aims and Objectives: The objective of this course is to apprise the students about the importance of performance appraisal and inform them how organizations manage performance. The course also touches on the latest issues relating to not only appraising staff but also manage performance.

Pedagogy: The subject would be taken up using board, LCD projectors etc. Cases will be discussed. The students will be given some assignments too. Some exercises will also be conducted in the class to make the students understand the concept well.

Learning Outcomes: This course will help students to

- Understand the importance of integrating performance management for organizational and individual success.
- Learn how to clarify expectations and set performance goals, understand the importance of delegating and what, to whom, and how to delegate effectively
- Learn how to give ongoing constructive and positive feedback, understand the coaching process and the skills needed to coach employees to improve performance or grow professionally.

- Understand how to approach and conduct performance appraisals in the context of performance management
- Recognize the importance of competency mapping

Evaluation Scheme

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Text Book:

Rao, T.V., "Performance Management and Appraisal systems-HR Tools for Global Competitiveness",
Response books

Suggested Readings:

6. Rao, T.V., "Appraising & Developing – Managerial Performance", Excel Books
7. Michael Armstrong (1999), "Performance management", Kogan page
8. Chadha , P.(2003), 'Performance Management-It's all about performing" Mc Milan India Ltd
9. Dixit, Varsha (2010), "Performance Management", Second edition, Vrinda Publications, New Delhi
10. Dewakar Goel, (2008) "Performance Appraisal & Compensation Management", Prentice Hall of India
11. Tapomoy Deb., (2008)" Performance Appraisal and Management-concepts, antecedents & implications", Excel books
12. Singh, B.D.(2010), "Performance Management" , Excel Books

Session Plan (Each session of 60 minutes)

Session No.	Contents
1-3	Performance Appraisal <ul style="list-style-type: none"> • Meaning • Methods • Performance Appraisal and HRD • Case discussion Appraisal System in various Organizations
4	Performance Management <ul style="list-style-type: none"> • History and importance
5-6	Process of Performance Management
7-8	Performance Planning <ul style="list-style-type: none"> • Meaning • Need • Process

9-12	Appraisal System Vs Performance Management Traditional and modern appraisal methods
13	Measuring performance
14-16	360 degree Feedback <ul style="list-style-type: none"> • Objectives • Advantages/Disadvantages • Prerequisites for Participation in 360 degree Feedback • Effectiveness of 360 degree Feedback • Case discussion
17-19	Assessment Centre <ul style="list-style-type: none"> • Definition • Tools used in Assessment Centre • Procedure • 360 degree Feedback as an Instrument in Assessment Centre
20	Potential Appraisal <ul style="list-style-type: none"> • Introduction • Aligning Compensation plan • Need of Potential Appraisal
21-22	Performance Analysis <ul style="list-style-type: none"> • Meaning and objectives • Methodology • Facilitating and Inhibiting Factor • Performance Analysis for Counseling and development needs • Exercise
23-24	Performance Ratings <ul style="list-style-type: none"> • Introduction • Need for Performance Ratings • Factors Affecting Ratings in Performance Appraisal • Errors in rating • Behaviorally Anchored Rating Scales • Reducing rater bias
25-27	Performance Coaching and Counseling Using Performance Appraisal Data <ul style="list-style-type: none"> • Identification of Training Needs and Development Decision • Administrative Decisions • Pay and Rewards
28-30	Competence and Competence Analysis Competency Mapping Case discussion



**Gautam Buddha University School of Management
Greater Noida**

Programme: MBA

Course: Diversity Management, MB-537

Department: Business Studies

Credit: 2

Sessions: 30 (60 minute each)

Introduction:

Interactions between countries are growing exponentially in the business environment of today-and Indian companies are going global in big way. Even if a company is not going global, it may be either buying or selling to foreign firms or subsidiaries of foreign firms. The international and multicultural work environments today provide new challenges to business managers. Many corporate in India are staffed or headed by nationals from other countries. The success of a professional working in the international arena is influenced by his multicultural sensitivity, and his ability to understand both the challenges and the opportunities that the global environment provides.

The goal of this course is to expose you to a way of thinking that increases your ability to understand the influence of culture on organizational practices. Students will also develop both behavioral and cognitive skills through roll-plays and other exercises.

Aims and Objectives:

The course aims at fulfilling the following objectives:

- To introduce the concept Organizational Culture
- To develop an understanding of various cultures across the globe.
- To learn to manage cultural diversity.

Outcomes:

By the end of the semester, student will have a firm understanding about the Cultural diversity and cross – cultural management techniques. Student will come to know how to adjust in varied cultural environment.

Pedagogy:

Entire course will be taught through lectures, relevant cases and assignments will be given to supplement the learning.

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Text Book:

- Adler, N. (2008) International Dimensions of Organizational Behavior (5th edition) Prentice Hall.

Suggested Readings:

- Understanding Cross- Cultural Management: Browaeys and Price, 2008
- Adler, N. (2008) International Dimensions of Organizational Behavior (5th edition) Prentice Hall.
- Organizational Behavior: Robbins, Judge & Sanghi, 2009.
- Cross- Cultural Management: Essential Concepts, Second Edition: R. Wayne Pace, SAGE Publications, Inc; 2008.

Session Plan: (Each session of 60 minutes)

Session No.	Topics To Be Covered
1-5	Introducing culture: <ul style="list-style-type: none"> ➤ Concept and nature of culture ➤ Constituents of Culture ➤ Values and its role in forming Culture ➤ Case Study
6-12	Cultural Diversity across nation: <ul style="list-style-type: none"> ➤ Hofstede Model of Cultural Diversity ➤ Trompenaars model of Cultural Diversity ➤ Strategy from managing business across Cultures ➤ Western vs Eastern Philosophies of Management ➤ Case Study
13-16	Impact of Culture on Organizations: <ul style="list-style-type: none"> ➤ Meaning, Nature and Concept of Organizational Culture ➤ Culture and Management ➤ How Culture Differences Affect Organizations ➤ Case Study

<p>17-21</p>	<p>Leveraging Cultural Diversity:</p> <ul style="list-style-type: none"> ➤ Managing Multicultural Team ➤ Leading Globally ➤ Motivating people from around the world ➤ Multinational decision making ➤ Managing Multiculturalism in Organizations.
<p>22-26</p>	<p>Cross – Culture Communication and Negotiation:</p> <ul style="list-style-type: none"> ➤ Concept and process ➤ Communication with different cultures ➤ Communication flow within organization ➤ Managing cross-culture Negotiations ➤ Case Study
<p>27-30</p>	<p>Managing Global Managers:</p> <ul style="list-style-type: none"> ➤ Managing Cross-Culture transitions ➤ Portable life ➤ Global careers



**Gautam Buddha University School of Management
Greater Noida**

**Master in Business Administration
Course: Sales and Distribution Management -MB-545**

Instructor:	Dr. Subhojit Banerjee	Year/Sem:	2021-2023, III
Email:	subhojit@gbu.ac.in	Phone:	2346162
Department:	Management Studies	Credit:	2
Sessions:	Thirty	Each Session:	60 Minutes

Introduction:

Most producers do not sell their goods directly to final users. They design a multi-channel system to reach them. The design of marketing channel, that acts, as a strong interface, can provide competitive advantage to a firm in the industry. By contrast the absence of a good distribution network can also be a major fiasco in today's cutthroat competitive world. Marketing channel decisions are the most critical ones facing the marketing management today. It is complex and the complexity further gets compounded by the fact that the channel system take time to build usually years. Channel partners are not owned by the company in most cases. Sales force play a crucial role in getting the best out of marketing channel. Integrating the efforts of channel partners and sales efforts within the whole marketing effort becomes crucial towards achieving organizational goals. Sales force is responsible towards optimizing the coverage efforts at minimum cost- a significant need during the slowdown.

Aims and Objectives:

Objectives: The course aims to impart skills and knowledge needed to manage sales force and distribution function so as to gain competitive advantage. As a successful marketer, the sales and distribution function needs to be properly managed this incorporates understanding of various concepts, which the course aims to provide to the student participants.

Pedagogy:

The pedagogy will be a mix of lectures, experience sharing, real life case discussion, assignments and industry/research based projects. In addition to the reading materials, additional readings and cases will be distributed in the class from time to time. Students are also expected to prepare and analyze all the cases as class participation is very important.

Learning Outcomes:

At the end of the course it is expected that the students will be:

- Proficient to understand and appreciate the concept of sales and distribution management in theory and practice.

- To evaluate the sales environment and reinvent sales tools and technique for organizational success.
- To understand and apply the contemporary distribution management technique
- To manage channel members and do trade promotion more effectively

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Note: Case Evaluation would be based on class discussion AND written case analysis. Written case analysis (maximum 3 pages of Times New Roman single space) is due for each case, BEFORE the class in which we discuss that case. Students shall not be evaluated for a case (zero out of 5 marks assigned to a case) if they do not submit the hard copy of the written analysis before the case is discussed in class.

Text Books:

T 1. Hair Joseph, Jr., Anderson Rolph, Mehta Rajiv, and Babin Barry, ‘Sales Management: Building Customer Relationship and Partnership’, Cengage Publications

T 2. Agarwal D.K., ‘Distribution and Logistics Management: A Strategic Marketing Approach’(2007), Mcmillan Publishers India Ltd.

Additional Readings: (Compulsory)

1. Ellet William, ‘How to write a Case based essay ‘, HBS Publishing (2007) – to be read before the end of the 3rd session.

Suggested Readings/websites:

1. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education)
2. Spiro - Sales Force Management (Tata Mc Graw Hill, 11th Ed.)
3. Kapoor Satish K., Kansal Purva, ‘Basics Of Distribution Management: A Logistical Approach’,PHI
4. <http://adage.com/>
5. Johnson and Marshall - Sales Force Management (Tata Mc Graw Hill, 8th Ed.)
6. Havaldar and Cavale- Sales and Distribution Management (Tata Mc Graw Hill, 5th Ed.)
- 7.Panda- Sales and Distribution Management (Oxford publication).

Session Plan: (Each session of 60 minutes)

Session	Topic(s)	Reading(s)
1-5	Introduction to sales Management and personal Selling : Sales Management, Personal Selling, and Salesmanship. Setting Personal-Selling Objectives. Determining Sales-Related Marketing Policies. Formulating Personal-Selling Strategy.	T1 - Ch. 1,2,3,4,5
6	Case Study 1	

7-9	Organizing the Sales Effort The Sales Organization. Sales Department Relations. Distributive-Network Relations	T 1- Ch. 6-8
10	Case Study 2	
11-12	Sales Force Management Recruiting Sales Personnel. Selecting Sales Personnel. Planning Sales Training Programs. Executing and Evaluating Sales Training Programs. Motivating Sales Personnel. Compensating Sales Personnel. Managing Expenses of Sales Personnel. Sales Meeting and Sales Contests. Controlling Sales Personnel: Evaluating and Supervising	T 1-Ch. 8-11
13	Case Study 3	
14-16	Controlling the Sales Effort The Sales Budget Quotas Sales Territories. Sales Control and Cost Analysis.	T 1-Ch. 12,13
17-19	Distribution :A Strategic Overview	T 2-Ch.1,
20-22	Role of Marketing Intermediaries Distribution Structures and Systems	T 2- Ch. 2,3
23	Case Study 4	
24-26	Partnering Channel Relationships	T 2.Ch 4
27-29	Overview of Logistics Management Transportation	T 2 Ch. 6,8
30	Case Study 5	



Gautam Buddha University School of Management Greater Noida

Master in Business Administration

Course: Marketing of Services, MB – 547

Department: Business Management

Credit: Two

Sessions: Thirty

Session Duration: 60 Minutes

Introduction: Odds are when you graduate there will be 2-3 times the number of jobs in a service-oriented business as there will be in product based businesses. Services are becoming the dominant economic driver in the Indian economy and are critical for competitive advantage in companies from all industrial sectors. The course activities will facilitate you in becoming proficient in analyzing and judging the merits of services marketing strategies and assist you in making strategic decisions.

Aims and Objectives: The purpose of this course is to introduce you to services marketing as a separate and distinct area of marketing thought and practice and help you to understand its powerful influence in competitive markets. During this course we focus our attention on three main services marketing areas, the service customer, the service company and the integration of marketing, human resources and operations within the service system.

Pedagogy:

1. Case Studies
2. Role Plays/ Simulations
3. Self learning projects / Assignments

Learning Outcomes: Upon successful completion of this course, the student will:

4. Understand the unique challenges involved in marketing and managing services.
5. Identify and analyze the various components of the "services marketing mix".
6. Appreciate the role of employees and customers in service delivery, customer satisfaction, and service recovery.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Text Book:

Zeithmal Valarie ,A, Bitner , Mary ,Jo and Pandit, Ajay, Services Marketing, Tata McGraw Hill.

Reference books:

1. Lovelock, Christopher, *Service Marketing*, Pearson Education Asia, New Delhi.
2. Berry Leonard L and Parasuraman A,. *Marketing Services : Competing through Quality Free Press*.
3. Baron Steve and Harris Kim, *Essentials of Services Marketing*. Thomson Asia, Singapore.
4. Srinivasan, R., *Services Marketing*, PHI
5. Jauhari, Vinnie and Dutta, Kirti, *Services: Marketing, Operations and Management*, OXFORD
6. Bhattacharjee, C., *Services Marketing*, EXCEL BOOKS
7. Rust, Roland,T, *Service Marketing*, Addison-Wesley.

Session Plan: (Each session of 60 minutes)

Session 1-4	Introduction to Services Marketing Sullivan’s auto world (case) Changing context for services, Indian context (discussion) Services Marketing is different; Analyzing services (framework) Activity; debate
Session 5-7	Understanding Customer Zone of tolerance Role play Consumer behavior in service industry; Understanding Customer Expectations and Perceptions
Session 8	Quiz
Session 9 and 10	Marketing mix of for services
Session 11	Activity; Case study (presentation)
Session 12 to 18	Managing the service delivery process <ul style="list-style-type: none">• Service development and design• Balancing demand and capacity

	<ul style="list-style-type: none"> • Pricing • Service environment • Service communication mix • Employee's role in service industry • Customer's role in service industry • Distribution channels <p>Case studies</p>
Session 19	Quiz
Session 20 to 22	<p>Implementing services</p> <ul style="list-style-type: none"> • Managing relationships and building loyalty (L) • Customer feedback and service recovery (role play) • Improving service quality
Session 23	Presentation
Session 24, 25	<p>Service quality , measurement and control</p> <p>GAPS model</p>
Session 26	Activity / case / presentation
Session 27	Impact of technology on services marketing
Session 28 and 29	<p>Quiz</p> <p>Emerging service sectors in India, Activity / presentation</p>
Session 30	Review and Final Discussion



**Gautam Buddha University School of Management
Greater Noida**

**Programme: MBA,
Course: Consumer Behavior**

**3rd Semester
Code: MB-549**

Instructor: Dr. Naveen Kumar
Email: naveen@gbu.ac.in
Department: Business Management
Sessions: 30

Year/Sem: 2014-15, 3rd Sem
Phone: 2346160
Credit: Two
Each Session: 60 Minutes

Introduction:

In this era of competition, understanding the consumer is a necessity for marketers. Consumer needs and preferences are continuously changing, given the changes in factors like demographics and lifestyles. These changes can become great business opportunities for alert marketers and threats for marketers who fail to adapt. Consumers acquire, consume, and dispose of the products and services created by organizations. They go through several cognitive and behavioral processes while making their purchase and consumption decisions. The knowledge of how they decide on one brand instead of another and what factors influence their decision-making is crucial for marketers, not only to cater to the existing needs of their consumers but also to prepare for their future needs. This knowledge is also essential to make various business decisions related to product development, packaging, pricing, distribution, promotions, communication, etc. *This course* helps students to understand the internal variables like consumer motivation, personality, perception, learning, and attitude, and external variables like reference groups, family, social class, and culture, and their influence on consumer decision-making process.

Aims and Objectives:

The main purpose of this course is to understand the differences in consumer behavior. The course helps understand the different stages in the consumer decision making process. It also entails a detailed understanding of the various internal factors, and external/ social factors that influence the decision making process of consumers.

Pedagogy:

The pedagogy will be a mix of lectures, experience sharing, real life case discussion, assignments and industry/research based projects. In addition to the reading materials, additional readings and cases will be distributed in the class from time to time. Students are also expected to prepare and analyze all the cases as class participation is very important.

Learning Outcomes:

At the end of the course it is expected that the students will be:

- Proficient and knowledgeable about the various disciplines contribution in understanding buyer behavior in a holistic manner.
- Familiar with the advances in consumer research in deciphering buyer motivation, and behavior (pre-purchase, purchase and post-purchase), impact of social and cultural variables on consumption decisions.
- Equipped with frameworks to analyze consumers' behavior and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Text Books:

SK : Schiffman & Kanuk : Consumer Behavior, Current Edition, PHI

HM: Hawkins, Mookerjee & Mothersbaugh : Consumer Behavior, Building Marketing strategy, Current Edition, McGraw Hill.

Suggested Readings:

1. Leon G. Schiffman, Leslie Lazar Kanuk, "Consumer Behavior", Pearson Education, New Delhi, 2012.
2. David L.Loudon, Albert J Della Bitta, "Consumer Behaviour", McGraw Hill, New Delhi 2011.
3. Jay D. Lindquist and M.Joseph sirgy, "Shopper, buyer & consumer Behaviour, Theory and Marketing application", Biztantra Publication, New Delhi 2010.
4. Sheth Mittal, "Consumer Behaviour A Managerial Perspective", Thomson Asia (P) Ltd., Singapore, 2009.
5. K.K.Srivastava, "Consumer Behaviour in Indian Context", Goal Gotia Publishing Co, New Delhi 2012.
6. S.L. Gupta & Sumitra Pal, "Consumer Behaviour an Indian Perspective", Sultan Chand, New Delhi 2013.
7. Ms.Raju, Dominique Xavedel, "Consumer behavior, Concepts Applications and Cases", Vikas publishing house (P) Ltd., New Delhi – 2004.
8. Henry Assael, Consumer behavior strategic approach Biztantra, New Delhi, 2009

Session Plan: (Each session of 60 minutes)

Session	Topic(s)	Reading(s)
1-3	Consumer Behavior: Its origins and Strategic Application Development of the Marketing Concept, Customer Value, Satisfaction and retention, The impact of digital technologies on marketing strategies, Marketing ethics and social responsibility, consumer behavior and decision making are interdisciplinary	SK Ch. 1
4-5	Consumer Research Consumer research paradigms: quantitative research, qualitative research, The consumer research process, ethics in consumer research	SK Ch. 2
6-7	Market Segmentation What is market segmentation, bases for segmentation, criteria for effective targeting of market segments, Implementation	SK Ch. 3

	strategies	
8-10	Consumer Motivation Motivation as a psychological force, the dynamics of motivation, types and systems of needs, the measurement of motives	SK Ch. 4
11-13	Personality and Consumer Behavior What is personality, theories of personality, personality and understanding consumer diversity, brand personality	SK Ch. 5
14	Case Studies, Presentation, Discussions etc	
15-16	Consumer Perception Elements of perception, dynamics of perception, consumer imagery, ethics and consumer perception	SK Ch. 6
17-18	Consumer Learning The element of consumer learning, behavior learning theories, cognitive learning theory, measures of consumer learning	SK Ch. 7
19-20	Communication and Consumer Behavior Component of communication, the communication process, designing persuasive communication, marketing communication and ethics	SK Ch. 9
21-22	Reference Groups and Family Influences Understanding the power of reference groups, selected consumer related reference groups, celebrity and other reference group appeals, socialization of family members	SK Ch. 10
23-24	Social Class and Consumer Behavior The measurement of social class, lifestyle profiles of the social classes, social class mobility, demographic clustering, the affluent consumer, middle-class consumers, the working class and other non-affluent consumers	SK Ch. 11
25-26	The Influence of Culture on Consumer Behavior What is culture, the invisible hand of culture, the measurement of culture	SK Ch.12
27-28	Subcultures and consumer Behavior Nationality subcultures, religious subcultures, geographic and regional subcultures, racial and sub -cultural interaction	SK Ch. 13
29-30	Consumer Decision Making and Beyond What is decision, levels of consumer decision making, models of consumers: four views of consumer decision, a model of consumer decision making, beyond the decision: consuming and possessing	SK Ch. 16

Gautam Buddha University School of Management

Greater Noida

Programme: MBA

Course: Supply Chain Management(Code: MB 557)

Department: Business Management

Credit: 2

Sessions: Thirty (60 minute each)

Introduction: Enterprises are continuously paying greater attention to respond to the customer demand for maintaining a competitive advantage over their rivals. Their supply chains can be viewed as a network of facilities in which an order will flow through various business processes and ultimately reach the customer on time. A key feature of present day business is the idea that it is supply chains that compete, not companies and the success or failure of supply chains is ultimately determined in the marketplace by the end consumer. This course is an introduction to the techniques and concepts of Supply Chain Management.

Aims and Objectives:

1. To provide an awareness of role of supply chain management in functioning of business organization.
2. To give an insight into the relationship that exists between various factors that affects the supply chain of a business organization.
3. To provide the knowledge of different issues of supply chain.

Pedagogy: The pedagogy will be a mix of lecturers, experience sharing, case discussion, assignment and industry or research based projects. The course is focused on strategic issues with cases as the primary vehicle of learning. Additional reading material and cases will be distributed in the class from time to time.

Learning Outcomes: By the end of the course, it is expected that the students will be able to

1. learn to evaluate supply chain strategies, optimizing the production & distribution of goods, analyze inventory management policies, and evaluate a transportation and facility network, logistics activities and understand the information technologies used within the supply chain and the basics of coordination.
2. gain knowledge of advance concepts of the supply chain management and logistics.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Text book:

Supply Chain Management: Text and cases, Shah Janat., Pearson Education India

Reference books:

1. Supply Chain Management: Strategy, Planning and Operation, Chopra, S., and Meindl, P., Pearson Education Asia.
2. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies., David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Ravi Shankar., The McGraw-Hill.
3. Supply Chain Management: Process, System and Practice., Chandrasekaran N., Oxford Higher Education
4. Supply Chain Management: Concepts, Practices and Implementation., Sharma Sunil., Oxford Higher Education
5. Supply Chain Management: Strategy, Cases and Best practices., Agrawal D.K., Macmillan India.

Session Plan: (Each session of 60 minutes)

Session 1. Introduction to Supply Chain Management

Read: Ch 1 (TB)

Module I Building Strategic Framework

Session 2-3. Supply Chain Strategies, Supply Chain Performance: Achieving Strategic Fit

Read: Ch2 (TB)

Session 4. Outsourcing: Make versus Buy

Read: Ch3 (TB)

Session 5. Supply Chain Drivers and Obstacles

Read: Ch3 (RB1)

Module II Material Flow in a Supply Chain

Session 6-7. Inventory Management, Managing Economies of Scale: Cycle Inventory

Read: Ch4 (TB), Ch3 (RB1)

Session 8. Case: Delivery Strategy at MoonChem

Session 9. Managing Uncertainty: Safety Inventory

Read: Ch 4 (TB)

Session 10. Case: Managing Inventories at ALKO Inc.

Session 11. Determining Optimal Level of product Availability

Read : Ch9 (RB1)

Session 12-13. Drivers of Transportation Decisions, Devising a Strategy for Transportation

Read : Ch5 (TB)

Session 14. Network Operations Planning

Read: Ch6 (TB)

Session 15. Facility Decisions : Network Design in a Supply Chain

Read: Ch6 (TB), Ch11 (RB1)

MID-TERM EXAMINATION

Module III Information Flow in a Supply Chain

Session 16-17. Qualitative Forecasting Methods, Quantitative Forecasting Methods

Read: Ch7 (TB)

Session 18-19. Time Series Forecasting: Level and Trend, Seasonality and Trend

Read: Ch7 (TB)

Session 20. Aggregate Planning in a Supply Chain

Read: Ch5 (RB1)

Session 21. Planning Supply and Demand: Managing Predictable Variability

Read: Ch6 (RB1)

Session 22. Case: Specialty Packaging Corporation, Part A & B

Module IV Supply Chain Innovations

Session 23. Information Technology in a Supply Chain

Read: Ch8 (TB)

Session 24. Supply Chain Integration: Internal and External

Read: Ch9 (TB)

Session 25. Supply Chain Restructuring

Read: Ch10 (TB)

Session 26. Agile Supply Chain: High Demand Uncertainty Environment

Read: Ch11 (TB)

Session 27-28. Optimal Pricing Decision and Revenue Management, Revenue Management for Inventory Assets

Read: Ch12 (TB)

Session 29. Case: Kurlon limited

Session 30. Case: Supply Chain Initiative at APR Limited

* TB- Text Book, RB- Reference Book



Gautam Buddha University School of Management Greater Noida

Programme: MBA

Course: Spreadsheet Modeling for Business Decisions (MB-559)

Department: Business Management **Credit:** 02
Sessions: 30 (60 minute each)

Introduction: Spreadsheets are one of the most popular and ubiquitous software packages on the planet. Every day, millions of business people use spreadsheet programs to build models of the decision problems they face as a regular part of their work activities. Spreadsheets also capture students' interest and add a new relevance to decision making as they see how it can be applied with popular commercial software being used in the business world. *Spreadsheet Modeling for Business Decisions* provides an introduction to the most commonly used quantitative techniques and shows how these tools can be implemented using Microsoft Excel.

Aims and Objectives: This course has been developed as a data-driven, model-based approach to decision-making. Most applications will rely on the standard array of Excel functionality. A unique feature of this course will be applications drawn from the diverse program areas of management.

Pedagogy: The pedagogy will be a mix of lectures, real life case discussions, Software/Lab Sessions and industry/research based projects. Students are expected to implement the models using relevant algorithms/ programs. Students are also expected to prepare and analyze all the cases as class participation is very important.

Learning Outcomes: By the end of the course, it is expected that the students will be able to

1. Exploit the wide availability of spreadsheet-based software for decision modeling techniques.
2. Logically model and analyze diverse decision-making scenarios with software-based solution procedures.
3. Understand the steps and rationale of the solution process.
4. Integrate decision modeling techniques with other functional areas such as finance, marketing, accounting and human resources.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations

15%

- Mid-Semester Exam 25%
- Term- Semester Exam 60%

Text Book: Balakrishnan N., Render B., and Stair Jr. Ralph M.: Managerial Decision Modeling with Spreadsheets, Pearson, 3rd Edition.

Reference Books:

1. Cros John F.: Spreadsheet Modeling for Business Decisions, Kendall/Hunt Pub. Co., 2nd Edition
2. Winston, Wayne L. : Data Analysis and Business Modeling, , PHI.
3. Powell, Stephen G. and Baker, Kenneth R.: The Art of Modeling with Spreadsheets, McGraw Hill.
4. Şeref, Michelle M.H. , Ahuja, Ravindra K. and Winston, Wayne L. : Developing Spreadsheet-Based Decision Support Systems, , Dynamic Ideas, Belmont, Massachusetts.

Session Plan: (Each session consists of 60 minutes and will have practice sessions in Computer Lab using MS-Excel, PHStat and Solver)

Session No.	Topics to be covered	Reading
1-2	Introduction to Spreadsheet Modeling What is Spreadsheet modelling? Characteristics and Benefits of Modeling Categories of Decision Models Steps involved in Decision Modeling Spreadsheet examples of a Decision Model	Chap 1 (TB) Chap 1(RB1)
3	Data Management Types of data: Quantitative Data, Qualitative Data Sorting, Filtering and Charting of Data	Chap 2 (RB1)
4-5	Elementary Modeling General Algebraic Models Linear Functions involving Logic Tests V-Lookup and H-Lookup Functions	Supplement
6-9	Modeling and Solving LP problems in a Spreadsheet Introduction to Spreadsheet Solvers Setting up and solving LP problems using Excel’s Solver Data Envelopment Analysis Linear Programming Sensitivity Analysis using Solver Integer, Goal and Nonlinear Programming Models	Chap 2,3,4,6 (TB)
7-8	Using Microsoft Project for Project Management Creating the Project Schedule using Microsoft Project	Chap 7 (TB)

	Tracking Progress and Managing Costs	
9	Case Study: Haygood Brothers Construction Company	Supplement
10-12	Decision Analysis using Solver Types of Decision making Environment Using Tree Plan to solve Decision Tree problems with Excel Decision Tress for Multistage Decision-Making problems Utility as a Decision-making Criterion	Chap 8(TB)
13-15	Excel Modules for Queuing Model Computations M/M/1 Model, M/M/S Model, M/D/1 Model M/G/1 Model, M/M/S/∞/N Model	Chap 9 (TB)
16	Case Study: Winter Park Hotel	Supplement
17-19	Simulation Modeling using Excel Simulation Modeling of an Inventory Problem Simulation Modeling of a Queuing Problem Simulation Modeling of a Revenue Management Problem Operational Gaming, System Simulation	Chap 10(TB)
20-22	Time Series forecasting using Excel Modules Basic Time-Series Forecasting Models Trend and Seasonality in Time Series Data Decomposition of a Time Series	Chap 11 (TB)
23-25	Spreadsheets for Causal Forecasting Models Simple Regression Model using Excel Modules Simple Regression Model using Excel's Analysis Tool Pack (Data Analysis) Multiple Regression Model using Excel Modules Multiple Regression Model using Excel's Analysis Tool Pack (Data Analysis)	Chap 11 (TB)
26	Case Study: North-South Airlines	Supplement
27-29	Using Spreadsheets for Inventory Model Computations EOQ: Determining how much to order Reorder Point: Determining when to order EPQ: Determining how much to produce Quantity Discount Models Use of Safety Stock ABC Analysis	Chap 12 (TB)
30	Case Study: Sturdivant Sound Systems	Supplement

- TB- Text Book, RB- Reference Book



Gautam Buddha University School of Management Greater Noida

Master in Business Administration Course: Project Management (MB-561)

Instructor: Dr. Indu Uprety	Year/Sem: 2014/III
Email: induu@gbu.ac.in	Phone: 0120-2346178
Department: School of Management	Credit: 02
Sessions: 30	Each Session: 60 Minutes

Course Description and Objectives:

The role of projects in organizations is receiving increasing attention. Projects are the major tool for implementing and achieving the strategic goals of the organization. In the face of intense, worldwide competition, many organizations have reorganized around a philosophy of innovation, renewal, and organizational learning to survive. This philosophy suggests an organization that is flexible and project driven. Project management has developed to the point where it is a professional discipline having its own body of knowledge and skills. Today it is nearly impossible to imagine anyone at any level in the organization who would not benefit from some degree of expertise in the process of managing projects.

This course examines project management roles and environments, the project life cycle and various techniques of work planning, control and evaluation to achieve project objectives. The main aim of this course is to address the participants with all aspects of project management and provide specific skills, which may be useful in handling the industrial and infrastructural projects. Therefore, the project management course has been designed with the following objectives:

- to introduce the concept of project management and life cycle of the project.
- to emphasize not only on how the management process works, but more importantly, on why it works.
- to give insight of a project from feasibility stage to final stage of execution and commissioning.
- to apply tools and techniques for project planning and control.
- to familiarize with computerized software used for project management.
- to understand the intricacies of project overrun and project implementation.
- to understand the human, legal and social aspect in managing projects.

Pedagogy: The pedagogy will be a mix of lectures, experience sharing, real life case discussions, assignments and industry/research based projects. In addition to the reading materials, additional readings

and cases will be distributed in the class from time to time. Students are also expected to prepare and analyze all the cases as class participation is very important.

Evaluation Scheme:

- Quizzes/ Class Tests/Presentations 15%
- Mid-Semester Exam 25%
- Term- Semester Exam 60%

Suggested Readings:

Text Book:

1. Project Management - The Managerial Process, Clifford F. Gray, Erik W. Larson, Gautam V. Desai, McGraw Hill.

Reference Books:

1. Project Management and Technology: Principles & Practices, John M. Nicholas, Pearson Education.
2. Project Management: A Systems Approach to Planning Scheduling and Controlling, Harold Kerzner, John Wiley.
3. Project Management, Harvey Maylor, Pearson Education.
4. Project Management, K. Nagarajan, New Age International Publishers (P.) Ltd.
5. Project Management: A Managerial Approach, Jack R. Meredith, Samuel J. Mantel Jr. John Wiley & Sons.
6. Project Management, R. Panneerselvam and P. Senthilkumar, PHI.
7. Managing Projects: A Systems Approach, Daniel D. Ronman, Elsevier.
8. Network Analysis for Planning and Scheduling, A Battersby, McMillan, London.

Session Plan: (Each session consists of 60 minutes)

Session No.	Topics to be covered
1	Modern Project Management - <ul style="list-style-type: none"> • What is a Project? • The Importance of Project Management • Project Management Today – An Integrative Approach • Programs Vs. Projects
2-3	Organization Strategy and Project Selection - <ul style="list-style-type: none"> • The Strategic Management Process • A Portfolio Management System • Applying a Selection Model- Case Analysis
4	Organization: Structure and Culture- <ul style="list-style-type: none"> • Project Management Structures • What is the Right Project Management Structure?

5-6	Defining the Project - <ul style="list-style-type: none"> Defining the Project Scope & Establishing Project Priorities Creating the Work Breakdown Structure Case Analysis
7-9	Estimating Project Times and Costs - <ul style="list-style-type: none"> Estimating Guidelines for Times, Costs, and Resources Methods for Estimating Project Times and Costs Refining Estimates Handstar Inc. Case Analysis
10-12	Developing a Project Plan - <ul style="list-style-type: none"> Developing the Project Network Activity-on-Node (AON) Fundamentals Activity-on-Arrow Method
13-14	Managing Risk - <ul style="list-style-type: none"> Risk Management Process (Risk Identification, Risk Assessment, Risk Response Development) Contingency Funding and Time Buffers
15-17	Scheduling Resources and Costs - <ul style="list-style-type: none"> Resource Scheduling Problem Resource Allocation Methods Multiproject Resource Schedules The Critical Chain Approach
18-21	Reducing Project Duration - <ul style="list-style-type: none"> Rationale for Reducing Project Duration Crashing of Project Network : General Guidelines Options for Accelerating Project Completion Case Analysis
22-24	Introduction to Microsoft Project Software in Computer Lab
25	Manchester United Soccer Club -Case Study Analysis
26-27	Progress and Performance Measurement and Evaluation - <ul style="list-style-type: none"> Structure of a Project Monitoring Information System The Project Control Process Monitoring Time Performance & Forecasting Final Project Cost
28	Project Audit and Closure - <ul style="list-style-type: none"> Project Audits Project closure
29-30	Project Presentations - I Project Presentations – II



Gautam Buddha University School of Management Greater Noida

Master in Business Administration

Course: Corporate Communication (MB-512)

Department: Business Studies

Credit: 3

Sessions: Forty Five (60 minute each)

Introduction:

The environment within which business operates has changed substantially in recent decades. To meet the various challenges, future managers need to understand how the environment has changed and what communication strategies to use with various constituencies within this dynamic environment. The finer nuances of communication are required for and expected of a highly competitive business environment. Effective skills of communication are required to mitigate stress and emerge triumphant. The course intends to enhance productivity and efficiency by equipping students with required knowledge and honing their skills for performing different managerial tasks so that they may perform effectively in a team or a focused group engaged in diverse applications in business.

Aims and Objectives:

Four objectives guided the development of this course:

1. To increase students' awareness of the corporate communication functions, corporate advertising and advocacy, corporate image and identity, Change Communication, and crisis communication etc. so that they may understand demands of different stakeholders and respond in a befitting way.
2. To foster a better relationship between business and the media networks.
3. To understand the nuances of Intra/Inter Organisational Communication.
4. To sensitise students towards various implicit factors and variable in Corporate Communication and provide a comprehensive understanding of the same.

Pedagogy:

The teaching methodology will be a judicious blend of Lectures, Case Studies, Presentations, Assignments, and Project works. The content delivery shall be in a highly interactive mode, expected to be participated by all, and therefore students are advised to come equipped with sufficient readings on the topic. Cases will be intimated from time to time, the need as and when arises. Each unit of the course structure will be followed by comprehensive assignments and reinforcements.

Learning Outcomes:

After successful completion of the course the learners will be able to:

1. Understand corporate communication functions, domains and different dimensions,
2. Assimilate required knowledge and skills to practice productive relationships between business and different media networks
3. Understand the nuances of Intra/Inter Organisational Communication.
4. Get sensitised towards various implicit factors and variable in Corporate Communication and get a comprehensive understanding of the same.

Evaluation Scheme:

Evaluation Schemes include submission and presentation of Class Participation, Projects and Assignments, Case-Studies and Presentations, and Mid-Semester & End-Semester Tests. It is essential to follow the deadlines for preparation and submission of assignments, projects, and presentations as indicated by the course coordinator.

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Class participation

The attendance requirement for successful completion of the course is a minimum of 75%. Students are encouraged to participate actively and contribute to the quality of teaching-learning process.

Projects & Assignments

Projects and Assignment shall be comprehensive in nature. In case of Group Assignment, The group shall be decided in consultation with the course coordinator. The credit shall be given to analytical writing and ability to relate it with the context. It is mandatory that the participants use Power Point Slides in their class presentations. Credit shall be given for structured presentation, analytical content and ability to respond to queries.

Case studies & presentations

Cases shall engage students in exploring current communication challenges in the business environment. Students are expected to do little research before presenting final outcomes of the case in oral and written formats.

Mid-Sem Exam

Mid-Sem test shall comprise of medium-size answer questions. The test shall be of two hours duration. The test shall be based broadly on the syllabus covered till mid-term teaching.

End-Sem Exam

End-Sem test shall comprise of fundamental, analytical and comprehensive questions. The test shall be based on the entire course coverage (more weightage on the post-mid term coverage) and designed to test the conceptual clarity of the subject and their applications.

Course Contents

Unit-I Corporate Communication (12 Sessions)

- 1) Definition and Dimensions
- 2) Corporate Communication as a Corporate Function
- 3) Spectrum of Audiences
- 4) Traditional vs. New Media
- 5) Opportunities and Challenges in Corporate Communication

Unit-II Organisation and Communication (10 Sessions)

- 1) Inter/Intra Organisational Communication Networks
- 2) Grapevine
- 3) Managing Media for Positive Communication
- 4) Barriers and Gateways of Organisational Communication
- 5) Opportunities and Challenges in Organisational Communication

Unit-II Brand, Reputation and IMC (12 Sessions)

- 1) Brand as a complex notion
- 2) Communicating Brand
- 3) Promotional Tools
- 4) IMC and Communication Mix
- 5) Higher levels of Integration in IMC
- 6) Corporate Identity and Reputation: Concept, Definition and Role
- 7) Developing and Sustaining Reputation in the time of Global Change

Unit-IV Strategic Communication (11 Sessions)

- 1) Definition, Dimensions and Functions
- 2) Advocacy Advertisement
- 3) Global Perspective: Role of Public Diplomacy
- 4) Change Communication
- 5) Crisis Communication

Recommended Text Books and References:

1. CORPORATE COMMUNICATIONS, Fernandez, J. Response Books (Division of SAGE India), 4th Edition 2007.
2. COMMUNICATION IN ORGANISATION, Dalmar Fisher, Jaico Publishing House, 2nd Edition.
3. BRANDING, Brad VanAuken, Jaico Publishing House, 1st Edition (1st Jaico Impression) 2007.
4. ADVERTISING AND PROMOTION: AN IMC APPROACH, Terence A. Shimp, South-Western (CENGAGE Learning) First India Reprint 2008.
5. ESSENTIALS OF CORPORATE COMMUNICATION, Cees B.M. vanRiel & Charles J. Fombrun, Routledge, First Indian Reprint 2007.
6. In addition, a number of articles, study material references, Cases shall be provided by the Course Supervisor during the sessions.

Gautam Buddha University School of Management
Greater Noida
Programme: MBA

Course: Financial Derivatives (MB-522)

Department	: Business Management (SOM)	Credit :	2
Sessions	: Thirty (30) (60 minutes each)		

Introduction:

Recent times have witnessed remarkable growth in international transactions. With the fast-growing internationally oriented transactions in business enterprises, there is a great need for managing risk. This risk management demands a new set of financial products and competencies. Financial derivatives are one such innovation to manage risk effectively. Understanding of derivatives has become a common need for a finance student who looks for Business, Professional and Job opportunities in the areas of financial instruments and markets and their related issues. The market for financial derivatives - Options, Futures, Forwards and Swaps can be regarded as the epitome of the new economy is also considered as the most important development in the capital markets.

Aims and Objectives:

- To familiarize the students with Financial Derivatives.
- To make the students understand Forwards and Futures as a product for hedging and investment.
- To make the students understand the dynamics of options as an investment and hedging tool.
- To introduce the concepts of financial derivatives valuation.
- To make students understand working of derivatives markets.

Pedagogy:

A mix of instructional methods will be used like lectures, discussions exercises and assignments. The efforts would be made to strengthen the conceptual knowledge and application through cases and exercises. The emphasis of this course is on both intellectual stimulation and practical rigorous applications, through the project on derivatives. The course emphasis is on the development of both quantitative analytic skills and presentation skills. Special Emphasis will be given to help the students to develop analytical ability to analyze corporate decisions.

Learning Outcomes:

Upon successful completion of this course students will be:

- Familiar with the characteristics of the relevant financial derivative instruments.
- Understand how the instruments covered can be used to implement basic market risk management strategies, appropriate for corporate applications.
- Able to solve basic problems requiring the ability to price derivative instruments and hedge market risk based on numerical data and current market conventions.
- Able to apply financial derivatives in investment and overall financial management process.
- Able to exercise a capacity for independent and self-managed learning.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations

15%

➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%
Total -	100%

Assignments and Exercises

Assignments shall be illustrative in nature. In case of Group Assignment, The group shall be decided in consultation with the course coordinator. The emphasis would be on to analytical writing and ability to relate it with the context. Exercises would be for practice of numerical problems.

Project & Presentations

Projects shall be comprehensive in nature. In case of Group Project, The group shall be decided in consultation with the course coordinator. Students are expected to do some research and detailed analysis before submitting the project and presenting final outcomes of the project. It is mandatory that the participants use Power Point Slides in their class presentations. Credit shall be given for structured presentation, analytical content and ability to respond to queries.

Mid-Semester Exam

Mid-Sem test shall comprise of application oriented questions based on theoretical concepts. The test shall be of two hours duration. The test shall be based broadly on the syllabus covered till mid-term teaching.

End-Semester Exam

End-Sem test shall comprise of fundamental, analytical and application oriented questions. The test shall be based on the entire course coverage (more weight-age on the post-mid term coverage) and designed to test the conceptual clarity of the subject and their applications.

Text Book:

- John C. Hull (**J.C.H**) (2006): Options, Futures, and Other Derivatives, 6th edition, Prentice Hall.

Suggested Readings:

- Jayanth Rama Varma (**JRV**) (2008): *“Derivatives and Risk Management”*, 1st Edition, McGraw-Hill .
- S.L. Gupta (**S.L.G.**) (2009): *Financial Derivatives (Theory, Concepts and Problems*, Seventh Printing, PHI.
- Bishnupriya Mishra and Sathya Swaroop Debasish (**BS &SSD**) (2007): *“Financial Derivatives”*, 1st Edition, Excel Books.
- Aswath Damodaran (A.D.) (2008): *Damodaran On Valuation*, 2nd Edition, Wiley India Pvt Ltd.
- Andrews and Nicola Meaden (A&NM) (1995): *“Derivatives Markets and Investment Management”*, 1st Edition 1995 Prentice Hall.
- Rajiv Srivastava (R.S.) (2010): *Derivatives And Risk Management*, 1st Edition, Oxford University Press.

- Rene M Stulz **(RMS)** (2007): “*Risk Management and Derivatives*”, 1st Edition, Thomson.
- Keith Redhead **(KR)** (1997);, “*Financial Derivatives – An Introduction to Futures, Forwards, Options and Swaps*”, 1st Edition, Prentice Hall of India.
- Thomas S.Y.Ho and Sang Bin Lee (TSYH &SBL) (2005): “*Securities Valuation*” 1st Edition, Oxford University Press.
- Don M. Chance & Robert Brooks (DMC &RB) (2009): *Derivatives and Risk Management Basics*, Third Indian Reprint, CENGAGE Learning.

MAGAZINES & JOURNALS:

- ICFAI Journal of Derivatives Market
- PROQUEST (Online Journal)
- Derivative Week
- Journal of Derivatives
- Journal of Derivatives and Hedge Funds

Session Plan: 30 sessions (*Each session of 60 minutes*)

Session No.	Topic to be covered	Reference Books
1-2	Introduction Why is Risk Management Important? Why do firms hedge? Uncertainty in Equity Markets, FOREX, and commodity markets.	(J.C.H) Chap. 1, (S.L.G.) Chap. 1, (DMC &RC) Chap.1, Study Material
3-4	Derivatives – Concept, Need and Importance, Types of derivatives, Origin and Development of Derivatives Markets, Derivatives in India, Reasons for trading derivatives.	
5-8	Forwards and Futures Forward Contracts, Forward Contracts Mechanism, and Valuation of forward contracts, pricing Forward Contracts.	(J.C.H) Chap. 2, 3, & 4, (S.L.G.) Chap. 2,3, 4 (DMC &RC) Chap. 8 & 9, Study Material
9-12	Futures Contract, Basic Principles, Types of Futures Contract, Mechanism of Futures Contract, Evolution of Future Market, Futures Market in India, Valuation of Futures Contract, Approaches to Pricing Futures, The relationship between forward and futures prices,	
ASSIGNMENT-1 and Quiz – 1, Project Allocation		
13-16	Options Introduction to Options, Types of Options – Call and	(J.C.H) Chap. 7,8, & 9

17-19	Put, Types of Options – Equity and Index, Trading in Options markets, Factors affecting option prices, No-arbitrage restrictions; Option Strategies (Introduction), Hedging with Options, Option Arbitrage Relationships: Pricing Bounds, Put Call Parity, Empirical Evidence; Binomial Trees: The binomial model, Valuation of general derivatives.	(S.L.G.) Chap. 14, 15, (DMC &RC) Chap. 2- 5, Study Material
20-24	Swaps Introduction – Need and Importance, Types of Swaps, The market for swaps, Valuation of swaps contracts, interest rate swaps, currency swaps, bond swaps, equity swaps, and commodity swaps. Hedging with SWAPS.	(J.C.H) Chap. 7 & 21 (S.L.G.) Chap. 13, (DMC &RC) Chap. 12, Study Material
25-26	Credit Derivatives -Introduction Commodities Derivatives -Introduction Derivative Frontiers: Contemporary Issues	Study Material
Assignment-2 and Quiz –2,		
27-28	Regulatory Framework Forwards Exchange Commission (FEC) Securities Exchange Board of India (SEBI)	Study Material
29-30	Presentation and Discussion on Project	

Gautam Buddha University School of Management

Greater Noida
Programme: MB

Course: Wealth and Investment Management [MB – 526]

Department: Management **Credit:** 2
Sessions: Thirty (60 minute each)

Introduction: Wealth cannot buy happiness but the lack of it can create roadblocks in smooth financial management. A lot of wealth management principles that worked in the past may not give the same high returns in the current times. A lot more financially engineered and reengineered financial products are now available as investment options. New investment theories and strategies are fast replacing the traditional ones. In today's dynamic financial scenario where change is the only constant it is important to manage wealth rather than be managed by it. In current global scenario, safe government jobs are fast being replaced by performance driven private jobs or contract jobs. Fixed salaries and increments are being replaced by variable pays and performance driven pay hikes and bonuses. To reduce the stress caused by such uncertainties the knowledge of Wealth Management becomes significant.

Aims and Objectives: Wealth Management, Private Banking, Investment Management are value added or paid services being offered to High Net worth Individuals by independent consultants or Banking Services. Being a fairly new Financial Service being offered in India it carries a lot of growth potential.

Pedagogy: Classroom

Entire course will be taught through classroom teaching, relevant cases and discussions.

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

- Understand the various aspects of both Wealth and Investment management.
- Design and track a portfolio till closure.
- Track latest developments in the field of wealth management.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Suggested Readings:

1. The Economic Times supplement 'ET Wealth' with Monday's paper – Compulsory Reading before the class
2. Text Book: Introduction to Financial Planning - Indian Institute of Banking and Finance (IIBF) (Taxmann - 3rd Edition 2011)

Reference Books:

1. The Intelligent Investor - Benjamin Graham Collins Business Essentials (BG)

2. Personal Finance - Ashu Dutt - Penguin **(AD)**
3. Financial Risk Management - Vivek, PN Asthana – HPH **(VA)**
4. Risk Mgt and Insurance, perspectives in a global economy-Harold D Skipper, Jean Kwon(Wiley India) **(HJ)**
5. Personal Finance – Tools for Decision Making – Ramaglia, MacDonald (South Western – Thompson) **(RM)**
6. Hedge Funds :An Investor’s Guide – Joseph G Nicholas (Jaico) **(JN)**
7. Personal Finance: A User’s Perspective – Joehnk, Gitman (South Western – Cengage) **(JG)**

Session Plan: (Each session of 60 minutes)

Part (I)	Introduction and Overview
Sessions (1-2)	
Topic	Indian Social Environment and Financial Planning
Readings	IBF Chap 4
Sessions (3- 4)	
Topic	Comprehensive Personal Financial Planning and Goal Setting
Readings	IBF Chap II/1
Sessions (5-8)	
Topic	Investment Basics Demystified
Readings	IBF Chap II/3, I/6
Part (II)	Portfolio Designing and Risk Management
Sessions (9-11)	
Topic	Evaluating Available Asset Classes.
Readings	IBF Chap II/5
Sessions (12-15)	
Topic	Investment Options, both Physical and Financial Products.
Readings	IBF Chap II/6
Sessions (16-17)	
Topic	Portfolio Designing and Tracking
Readings	IBF Chap I/8
Sessions (18-19)	
Topic	Protecting and preserving Wealth: Risk Management aspects
Readings	IBF Chap II/2, RM Part IV
Sessions (20-21)	
Topic	Meeting Financial Goals and The debt aspect

Readings	RM Chap 9 &10
Part (III)	Sustenance and Perpetuation of Wealth
Sessions (22-23)	
Topic	Planning for Retirement
Readings	JB Chap 14
Sessions (24-25)	
Topic	Estate Planning
Readings	IBF Chap II/9, JB Chap 15
Sessions (26-27)	
Topic	Portfolio redesigning and rebalancing - a continuous process.
Readings	Reading Material
Sessions (28-29)	Project Assessment and Viva
Sessions (30)	
Topic	Wealth Management : Contemporary issues
Readings	Reading Material

- Quizzes/ Class Tests/Presentations 15%
- Mid-Semester Exam 25%
- Term- Semester Exam 60%

Suggested Readings:

Text Book

Agochiya, Devendra, Every Trainer’s Handbook, Sage Publication, 2004

Suggested Readings

Goldstein, Irwin L. and Ford, Kevin J., Training in Organizations, Thomson

Lynton Rolf P. and Pareek, Udai, Training For Organizational Transformation Part I, II, Sage Publication, 2004

Reid, Margaret Anne and Barrington, Harry, “Training interventions- Managing Employee Development”, Jaico Publishing House , 2007

Rao, P.L., “Enriching Human Capital through Training and Development”, Excel Books, 2008

Session Plan:

Session No.	Contents
1-3	Introduction to Training and Development <ul style="list-style-type: none"> • Concept, Meaning and Scope • Difference between training & development • Reasons for Training • Stakeholders in Training & Development Programme
4-5	Learning Process in T&D Programme <ul style="list-style-type: none"> • Distinguishing Features of Adult Learning • Learning Styles of Participants
6-7	Steps in preparing a Training Design <ul style="list-style-type: none"> • Identifying Training & Development needs • Setting out objectives • Steps in preparing an action plan for the programme • Key consideration in designing a programme
8-10	Delivering the training & development programme <ul style="list-style-type: none"> • Arrival of the participants • Beginning an active programme • Making Training group functional • Empowering the Group • Delivering the programme

	<ul style="list-style-type: none"> • Concluding the programme
11-14	<p>Training & Development methods and Techniques</p> <ul style="list-style-type: none"> • Factors influencing the choice of method • Case study method • Management Game • Individual or group practical assignments • Panel Discussion • On the Job training method • Demonstration <ul style="list-style-type: none"> - Lecture method - Role-plays - Laboratory Training - Group Discussion - Brainstorming - Simulation
15-17	<p>Trainer – Roles and Responsibilities</p> <ul style="list-style-type: none"> • Trainer’s need vs. participants’ need • Portrait of a trainer • Training styles • Dilemmas of Trainer • Handling problem situation
18-20	<p>Evaluation of a training programme</p> <ul style="list-style-type: none"> • Evaluation-Need and purposes • Stages of Evaluation in a Training & Development Programme • Conducting the End-Term Evaluation • Measuring Participants’ Learning
21-22	<p>Making the Organization into a Learning System</p> <ul style="list-style-type: none"> • From organizational learning to a learning organization • The environment as Partner in learning: The Learning System
23-24	<p>Employee Coaching and Employee Counseling</p>
25-27	<p>Career Development</p> <ul style="list-style-type: none"> • Career Planning for retention and growth • Career development and its impact on individual and organizational development <p>Management Development</p>
28-30	<p>Presentations</p>



Gautam Buddha University School of Management Greater Noida

Master in Business Administration

Course: Compensation Management (MB-538)

Area: Human Resource Management

Credit:

Two

Department: Business Management (60 MINUTE EACH)

Introduction:

Compensation is a key tool for managers for attracting, retaining, and motivating employees. This course is designed to promote understanding issues related to compensation in corporate world and impart skills in designing, analysis and restructure compensation management system, policies and strategies. The course gives students an understanding of the theories underlying pay system design and substantial hands-on experience in doing so.

Objective:

The objective is to discern some general principles with respect to determinants and effects of compensation practices. How different permutations of general principles can be effective, as well as how some pay systems confound many general principles.

The extent to which effective compensation systems are reproducible across organizations, given that the effectiveness of compensation system may interdependent with a variety of other factors, such as an organization history, business strategy, culture, and other human resource practices.

An additional benefit of the course is that it empowers students by helping them to understand how their own pay is determined.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Text Book: Milkovich, George T., Newman J.M., & VenkataRatnam, C. S. *Compensation*, 9th Edition. Tata McGraw Hill

Reference Books

Gerhart, B., & Rynes, S. L. *Compensation: Theory, Evidence, and Strategic Implications*, 2009, Sage Publications India Pvt. Ltd.

Henderson, R.O. *Compensation Management*, Pearson Education
 Martocchio, J.J. *Strategic Compensation*, Pearson Education
 Armstrong, M. & Murlis, H, *Reward Management*, Kogan Page, UK
 Singh, B.D., *Compensation Reward Management*, Excel Books, New Delhi

Journals

The Wall Street Journal
 Harvard Business Review
 Strategic Management Journal

Websites

www.labour.nic.in
www.ilo.org
www.ioma.com
www.naukari.com

Session Plan: (Each session of 60 minutes)

Session No.	Contents
1-2	<p>Introduction To Compensation</p> <p>A. Definition of Compensation B. Forms of Pay C. The Pay Model</p> <p><i>Readings</i> <i>Chap-1, Milkovich, G. T., Newman, J. M., & Venkata Ratnam. Compensation</i> <i>Chap-1, Gerhart, B., & Rynes, S. L. Compensation: Theory, Evidence, and Strategic Implications</i></p>
3-4	<p>Strategic Perspectives in Compensation Management</p> <p>A. Strategic Perspectives of Pay B. Strategic Pay Decisions C. Best Practices vs. Best Fit Options</p> <p><i>Readings</i> <i>Chap-2, Milkovich, G. T., Newman, J. M., & Venkata Ratnam. Compensation</i></p>
5-6	<p>Internal Alignment: Determining the Structure</p> <p>A. Definition of Internal Alignment B. Internal Pay Structures C. Strategic Choices In Internal Alignment Design D. Which Internal Structure Fits Best?</p> <p><i>Readings</i> <i>Chap-3, Milkovich, G. T., Newman, J. M., & Venkata Ratnam. Compensation</i></p>
7-8	<p>Job Analysis</p> <p>A. Why Perform Job Analysis? B. Job Analysis Procedures</p>

	<p>C. Job Analysis Data Collection Process</p> <p>D. Job Descriptions</p> <p><i>Readings</i></p> <p><i>Chap-4, Milkovich, G.T., Newman, J.M., & VenkataRatnam. Compensation</i></p>
9-10	<p>Job Evaluation</p> <p>A. Definition of Job Evaluation</p> <p>B. Major Decisions In Job Evaluation</p> <p>C. Job Evaluation Methods</p> <p>D. Final Result – Pay Structure</p> <p><i>Readings</i></p> <p><i>Chap-5, Milkovich, G.T., Newman, J.M., & VenkataRatnam. Compensation</i></p>
11-12	<p>External Competitiveness: Determining the Pay Level</p> <p>A. Definition of Competitiveness</p> <p>B. Pay Policy Alternatives</p> <p>C. Wage Surveys</p> <p>D. Interpreting Survey Results</p> <p>E. Pay Policy Line</p> <p>F. Pay Grades</p> <p><i>Readings</i></p> <p><i>Chap-7 & 8, Milkovich, G.T., Newman, J.M., & VenkataRatnam. Compensation</i></p>
13 -15	<p>Employee Contributions: Pay For Performance (PFP)</p> <p>A. Rewarding Desired Behaviors</p> <p>B. Does Compensation Motivate Performance?</p> <p>C. Designing PFP Plans</p> <p>D. Merit Pay/Variable Pay</p> <p>E. Individual vs. Group Incentives</p> <p>F. Long Term Incentives</p> <p><i>Readings</i></p> <p><i>Chap-9 & 10, Milkovich, G.T., Newman, J.M., & VenkataRatnam. Compensation</i></p>
16 - 18	<p>8 - Pay and Performance Appraisals</p> <p>A. Role of Performance Appraisal In Compensation</p> <p>B. Common Errors In Performance Appraisal</p> <p>C. Measuring Job Performance</p> <p>D. Training Raters</p> <p>E. Contextual Issues In Appraisal</p> <p><i>Readings</i></p> <p><i>Chap-11, Milkovich, G.T., Newman, J.M., & VenkataRatnam. Compensation</i></p>
19 -20	<p>Benefits</p> <p>A. Benefits Determination Process</p> <p>B. Value of Benefits</p>

	<p>C. Legally Required Benefits D. Retirement, Medical , & Other Benefits</p> <p><i>Readings</i> <i>Chap-12&13, Milkovich, G.T., Newman, J.M., & Venkata Ratnam. Compensation</i></p>
21-23	<p>Legal & Administrative Issues in Compensation</p> <p>A. Legal Issues B. National Wage Policy C. Contemporary Issues in Wage System D. Budgets and Administration</p> <p><i>Readings</i> <i>Chap 15, 16, & 17, Milkovich, G.T., Newman, J.M., & Venkata Ratnam. Compensation</i></p>
24	<p>Class Discussion</p>
25 – 30	<p>Project presentations</p>

Gautam Buddha University School of Management

Greater Noida

Programme: MBA

Course: Service Operations Management (Code: MB-560)

Department: Business Management

Credit: 2

Sessions: Thirty (60 minute each)

Introduction: Services lie at the very hub of economic activity in any society. In a complex economy, both infrastructure and distribution services function as intermediaries and as the channel of distribution to the final consumer. The service sector not only facilitates but also makes possible the goods-producing activities of the manufacturing sectors. Services are the crucial force for today's change toward a global economy. This course is an introduction to the concepts, principles, problems, and practices of successful service operations management.

Aims and Objectives:

1. To provide an awareness of the role of service operations management in functioning of business organization.
2. To give an insight into the various service operation issues, problems and challenges.
3. To provide the knowledge of different tools and frameworks in order to understand, assess and improve the performance of operations.
4. To prepare students to identify and apply appropriate management processes to ensure efficient, effective, and quality oriented service operations, while achieving operational excellence.

Pedagogy: The pedagogy will be a mix of lecturers, experience sharing, case discussion, assignment and industry or research based projects. The course is focused on strategic issues with cases as the primary vehicle of learning. Additional reading material and cases will be distributed in the class from time to time.

Learning Outcomes: By the end of the course, it is expected that the students will be able to

1. To develop an understanding of the terminology and responsibilities that relate to Service Operations Management.
2. To formulate and describe the function of the Service Operations Management discipline in various sectors of the economy.
3. To obtain a set of basic tools and skills used in solving problems traditionally associated with operating the service operations system.

4. To explore the interface of Service Operations Management with the other management functions, such as marketing, procurement & sourcing, outsourced good & services and customers.
5. Deploy technology in the improvement of service, customer relationships and globalization.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Text book:

Service Management: Operations, Strategy, Information Technology; James A. Fitzsimmons, Mona J. Fitzsimmons., Tata McGraw-Hill.

Reference books:

1. Service Operations Management: Improving Service Delivery; Robert Johnston, Graham Clark., Pearson Education.
2. Service Management and Operations; Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick., Prentice Hall.

Journals:

- Harvard Business Review
- Manufacturing & Service Operations Management (M&SOM): An International Journal
- International Journal of Services and Operations Management

Session Plan: (Each session of 60 minutes)

Session 1. Introduction to Service Operations Management
Read: Ch1 (RB1)

Module I Understanding Services

Session 2. The Role of Services in an Economy
Read: Ch 1(TB)

Session 3. The nature of Services
Read: Ch2 (TB)

Session 4. Service Strategy
Read: Ch3 (TB), Ch13 (RB1)

Module II Designing the Service Enterprise

Session 5. New Service Development
Read: Ch4 (TB)

- Session 6-7. Service Quality: Continuous Improvement
Read: Ch 6 (TB)
- Session 8. **Case: Mega Bytes Restaurant**
- Session 9-10. Facility Layout
Read: Ch8 (TB)
- Session 11. **Case: Athol Furniture, Inc.**
- Session 12. Service Facility Location
Read: Ch9 (TB)
- Session 13-14. Managing Projects: Techniques for Project Management
Read: Ch10 (TB)
- Session 15. **Case: Whittier County Hospital**

Module III Managing Service Operations

- Session 16-17. Forecasting Demand for Services: Time Series Models
Read: Ch 11 (TB)
- Session 18-19. Managing Capacity and Demand: Strategies for Managing Capacity
Read: Ch12 (TB)
- Session 20. Managing Waiting Lines
Read: Ch13 (TB)
- Session 21. Computer Simulation
Read: Ch13 (TB)
- Session 22. Capacity Planning and Queuing Models
Read: Ch14 (TB)
- Session 23. **Case: Freedom Express**
- Session 24-25. Service Supply Relationships: Vehicle Routing
Read: Ch15 (TB)
- Session 26-27. Managing Facilitating Goods: Order Quantity Models
Read: Ch16 (TB)
- Session 28-29. Growth and Globalization of Service: Global Service Strategies
Read: Ch17 (TB)
- Session 30. Project Presentation and Discussion

* TB- Text Book, RB- Reference Book

Gautam Buddha University, School of Management, Greater Noida
MBA (Specialization: Business Analytics)
Course: Data Warehousing and Data Mining (MB-592)

Practical Sessions: 30
2

Credit-

Introduction

This course is designed to management courses and look in depth at data warehousing and data mining methods. The course examines the database architecture and technologies required for solving complex problems of data and information management, information retrieval, and knowledge discovery facing modern organizations. Case studies of organizations using these technologies to support business intelligence gathering and decision making are examined. This course also provides hands-on experience with state-of-the-art data warehousing and data mining methods and tools.

Course outline:

- In this course, you would be learning all the concepts and terminologies related to the Python programming, along with other libraries related to it such as NumPy and pandas.
- It also explains how the data is represented and processed using different python data structures in database
- Upon completion of this course, you would have a clear idea about, all the concepts related to the python programming that should be sufficient to help you start off with the next step of becoming an Python developer.

Aims and Objectives:

- To teach the basic principles, concepts and applications of data warehousing and data mining
- To introduce the task of data mining as an important phase of knowledge recovery process
- To familiarize Conceptual, Logical, and Physical design of Data Warehouses OLAP applications and OLAP deployment
- To impart knowledge of the fundamental concepts that provide the foundation of data mining.

Pedagogy

A mix of classroom instructional methods will be used like lectures, case analysis and exercises. The efforts would be made to strengthen the conceptual knowledge and application through cases and exercises. Enriching classroom discussions and learning by communicating interest, suggestions for improvements, additional readings and Internet resources, is a major goal. Express diligence, enthusiasm, patience, and thoroughness in dealing with complicated analysis and procedures and less-than-perfect-constantly evolving technology.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Textbooks

Jiawei Han, MichelineKamber, Jian Pei (2012), Data Mining: Concepts and Techniques,3rdedition, Elsevier, United States of America

Reference Books

- Margaret H Dunham (2006), Data Mining Introductory and Advanced Topics, 2ndedition, PearsonEducation, New Delhi, India.
- Amitesh Sinha (2007), Data Warehousing, Thomson Learning, India.
- Xingdong Wu, Vipin Kumar (2009), the Top Ten Algorithms in Data Mining, CRC Press, UK

Session Plan: 30Practical sessions (Each session of 60 minutes)

Unit	Topics to be covered	Sessions
I	Fundamentals of data mining, Data Mining Functionalities, classification of Data Mining systems, Data Mining Task Primitives,Integration of a Data Mining System with a Database or a Data WarehouseSystem	2
	Major issues in Data Mining Data Pre-processing: Need for a processing the Data, Data Cleaning (Missing Value analysis, Outlier Detection) using python	3
	Discretization and concept Hierarchy Generation. Data Integration, Transformation and Reduction Techniques using python	3
II	Data Warehouse and OLAP Technology for Data Mining: Data Warehouse, Multidimensional Data Model, Data Warehouse Architecture, Data Cube	3
	Introduction to Data Cube Technology, From Data Warehousing toData Mining Data Cube Computation and Data Generalization	3
III	Mining Frequent Patterns, Associations and Correlations: Basic Concepts, efficient and Scalable Frequent Itemset Mining Methods Mining various kinds of Association Rules	2
	From Association Mining to Correlation Analysis, Constraint-Based association Mining. Building Market basket model using python	3
IV	Decision tree classifier algorithm, understanding basic	2

	terminology of Decision Tree, Attribute Selection Measures: Information Gain (Concept of Entropy), Gini Index.	
	Python Implementation of Decision tree: Data Pre-processing, fitting a Decision-Tree algorithm, Predicting the test result, Test accuracy of the result(Creation of Confusion matrix), Visualizing the test set result	3
V	Cluster Analysis Introduction: Types of Data in Cluster Analysis, categorization of Major Clustering Methods - Partitioning Methods, Hierarchical Methods, Density-Based Methods, Grid-Based Methods, Model Based Clustering methods	3
	Clustering High-Dimensional Data, Building Clustering model using python	3
Total		30

Gautam Buddha University, School of Management, Greater Noida
MBA (Specialization: Business Analytics)
Course: Advanced Forecasting Techniques
Code-MB-594

Sessions: 45

Credit: 03

Introduction

Forecasting, the future is a fundamental aspect of decision making in any business or government. Since economic and business conditions vary over time, business and government leaders must find ways to keep abreast with the effects that such changes will have on their operations. For instance, a business executive is especially concerned with such key decision variables as the future sales, profits, stock prices; while a government official may worry about the future rates of inflation/unemployment, and the levels and the time paths of the GDP. Thus, a comprehensive knowledge of the forecasting process is necessary and vital to a company's success and to a better economic environment of a country.

This course covers the basics of forecasting and time series analysis as used in finance, economics, and business. Basic time series topics will include linear regression, ARMA models, trend modelling, seasonal adjustments, and volatility modelling. This course will develop all of these using the R programming language and tools such as R-studio and the forecast package.

Course Objectives

1. Basic problems, issues, and limitations in forecasting
2. Basic forecasting and filtering tools
3. ARIMA modelling tools
4. Forecasting systems for seasonality
5. Analysis of time varying volatility
6. Formulating a well-defined forecasting process in example applications
7. Understand out of sample limitations in most forecasting solutions
8. Utilize several different locations for retrieving time series information
9. Be able to apply the open-source language, R, for forecasting and time series

Pedagogy:

A mix of classroom instructional methods will be used like lectures, case analysis and exercises. The efforts would be made to strengthen the conceptual knowledge and application through cases and exercises. Enriching classroom discussions and learning by communicating interest, suggestions for improvements, additional readings, and Internet resources, is a major goal. Express diligence, enthusiasm, patience, and thoroughness in dealing with complicated analysis and procedures and less-than-perfect-constantly evolving technology.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Textbooks

- (SL) Schmueli and Lichtendahl, Practical Time Series Forecasting with R, Second Edition, Axelrod Publishers.
- (HA) Hyndman and Athanasopoulos, Forecasting Principles and Practice: Second Edition,

Reference Books

- Singh and Allen, R in Finance and Economics: A Beginner's Guide, World Scientific, 2017.
- Tsay, An Introduction to Analysis of Financial Data With R, Wiley.
- Lander, R for Everyone, Addison-Wesley.

Session Plan: 45 sessions (Each session of 60 minutes)

Units	Topics to be covered	Sessions
Unit-1	Loading R and R-studio, Getting R packagesLander 1-4	5
	Random variables, Hypothesis tests, Regression (more R)	5
	Forecasting philosophy	4
Unit-2	Time series data and visualization, Performance evaluation and objectives, forecasting tools (overview),Smoothing, and filtering,Simple exponential filters, Trends and seasonalities with filters, Examples: Gasoline demand, U.S. unemployment	6
	Regression (seasonality and trend), ARMA/ARMAX models, (SL), Examples: U.S. GDP, Inflation, Example: Yield curve inversion and ARMAX models, Longer range forecasts, Examples: GDP, US auto sales	6
Unit-3	Spurious regressions, Error correction models, Example: U.S. consumption and personal income, Example: Pair's trading, interest rates	6
Unit-4	Filters, risk-metrics, VaR, GARCH/ARCH models Realized volatilityRisk control strategies	5
	Long range value forecasts/mean reversion, Trend following and momentum, High/Low range analysis (Stochastics), Advance/decline ratios	2

Unit-5	Social media and forecasting (“Now Casting”) <ul style="list-style-type: none">• US auto sales and Google searches Machine learning and time series <ul style="list-style-type: none">• Neural networks• Kernel ridge regression	6
	Forecast combinations: Bagging, bootstrap	

Gautam Buddha University, School of Management, Greater Noida
MBA (Specialization: Business Analytics)
Course: Data Warehousing and Data Mining (MB-592)

Practical Sessions: 30
2

Credit-

Introduction

This course is designed to management courses and look in depth at data warehousing and data mining methods. The course examines the database architecture and technologies required for solving complex problems of data and information management, information retrieval, and knowledge discovery facing modern organizations. Case studies of organizations using these technologies to support business intelligence gathering and decision making are examined. This course also provides hands-on experience with state-of-the-art data warehousing and data mining methods and tools.

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Aims and Objectives:

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- To introduce the task of data mining as an important phase of knowledge recovery process
- To familiarize Conceptual, Logical, and Physical design of Data Warehouses OLAP applications and OLAP deployment
- To impart knowledge of the fundamental concepts that provide the foundation of data mining.

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enthusiasm, patience, and thoroughness in dealing with complicated analysis and procedures and less-than-perfect-constantly evolving technology.

Evaluation Scheme:

➤ Quizzes/ Class Tests/Presentations	15%
➤ Mid-Semester Exam	25%
➤ Term- Semester Exam	60%

Textbooks

Jiawei Han, Micheline Kamber, Jian Pei (2012), Data Mining: Concepts and Techniques, 3rd edition, Elsevier, United States of America

Reference Books

- Margaret H Dunham (2006), Data Mining Introductory and Advanced Topics, 2nd edition, Pearson Education, New Delhi, India.
- Amitesh Sinha (2007), Data Warehousing, Thomson Learning, India.
- Xingdong Wu, Vipin Kumar (2009), the Top Ten Algorithms in Data Mining, CRC Press, UK

Session Plan: 30 Practical sessions (Each session of 60 minutes)

Unit	Topics to be covered	Sessions
I	Fundamentals of data mining, Data Mining Functionalities, classification of Data Mining systems, Data Mining Task Primitives, Integration of a Data Mining System with a Database or a Data Warehouse System	2
	Major issues in Data Mining Data Pre-processing: Need for a processing the Data, Data Cleaning (Missing Value analysis, Outlier Detection) using python	3
	Discretization and concept Hierarchy Generation. Data Integration, Transformation and Reduction Techniques using python	3
II	Data Warehouse and OLAP Technology for Data Mining: Data Warehouse, Multidimensional Data Model, Data Warehouse Architecture, Data Cube	3
	Introduction to Data Cube Technology, From Data Warehousing to Data Mining Data Cube Computation and Data Generalization	3
III	Mining Frequent Patterns, Associations and Correlations: Basic Concepts, efficient and Scalable Frequent Itemset Mining Methods Mining various kinds of Association Rules	2
	From Association Mining to Correlation Analysis, Constraint-Based association Mining. Building Market basket model using python	3

IV	Decision tree classifier algorithm, understanding basic terminology of Decision Tree, Attribute Selection Measures: Information Gain (Concept of Entropy), Gini Index.	2
	Python Implementation of Decision tree: Data Pre-processing, fitting a Decision-Tree algorithm, Predicting the test result, Test accuracy of the result(Creation of Confusion matrix), Visualizing the test set result	3
V	Cluster Analysis Introduction: Types of Data in Cluster Analysis, categorization of Major Clustering Methods - Partitioning Methods, Hierarchical Methods, Density-Based Methods, Grid-Based Methods, Model Based Clustering methods	3
	Clustering High-Dimensional Data, Building Clustering model using python	3
Total		30