

I SEMESTER

MANAGEMENT INFORMATION SYSTEM (MIS)

Subject Code	: 16MBAIM11	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

1. To enable the basic understanding of the Management information systems for Infra Managers.
2. To make them use data to provide solutions to business questions.
3. To make them aware about the planning and implementation of MIS.
4. To make the students appreciate the role of IS in the effective functioning of the organization and the need for effective MIS as a support for decision making.
5. To develop the ability to contribute meaningfully towards information system selection.

Course Outcomes:

At the end of the course students will be able to

- Acquire the basics of MIS of Infrastructure Management
- Use and apply data for providing solutions to business problems.
- Appreciate the role and need of MIS in the effective functioning and decision making in the organization.
- Contribute effectively towards selection of information system

Unit 1

(8 Hours)

Organization and information systems: Changing Environment and its impact on Business - The IT/IS and its influence - The Organization: Structure, Managers and activities - Data, information and its attributes - The level of people and their information needs - Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.

Unit 2

(8 Hours)

Kinds of information systems: Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS).

Unit 3

(10 Hours)

Computer fundamentals, telecommunication and networks :Computer System – Introduction - Generation of Computers - Classification of Computers - Input and output devices - Software – System s/w and Application s/w - O/S – Functions and Features. Communication, Media, Modems & Channels - LAN, MAN & WAN - Network Topologies, Internet, Intranet and Extranet. Wireless technologies like Wi-Fi, Bluetooth and Wi-Max.

Unit 4

(10 Hours)

System analysis and development models: Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst, Database Administrator and Database Designer.

Unit 5

(12 Hours)

Manufacturing and service systems: Information systems for Accounting, Finance, Production and Manufacturing, Marketing and HRM functions - IS in hospital, hotel, bank industry. **Choice of IT, Security and ethical challenges:** Nature of IT decision - Strategic decision - Configuration design and evaluation Information technology implementation plan. Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy – software and intellectual property. Privacy – Issues and the Internet Privacy

Unit 6

(8 Hours)

Enterprise system: Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation - Supply Chain Management (SCM): Features, Modules in SCM - Customer Relationship Management (CRM): Phases. Knowledge Management and e-governance

Practical Components:

1. To study the package of Ms access and Ms project.
2. Students need to form and use of information and decision support systems for managers and business professionals changing and expanding.
3. Students needs to play various roles in organization like as a manager demonstrate that he or she is responsible end user of information systems with example.
4. Demonstrate the growth of self directed teams to manage work in organizations changed the need for strategic, tactical, and operational decision making in business.

RECOMMENDED BOOKS:

1. Management Information Systems- The managers view, Robert schultheis and marry summer, Tata McGraw Hill,2008
2. Management Information Systems: Text & Cases – Jawadekar W. S, 4/e, Tata McGraw Hill, 2010.
3. Management Information Systems: Managing the Digital Firm - Loudon, Kenneth C., and Jane P. Loudon. 10/e, Prentice-Hall, 2007.
4. Introduction to Information System, James A. O‘ Brien, Tata McGraw Hill, 12th Edtion.
5. Computer Application in Business – Sudalaimuthu, Anthony Raj, HPH.

REFERENCE BOOKS:

1. Management information system :conceptual foundations, structure and development, Gordon davis, Tata Mcgraw hill ,2000
2. Management Information system, Raymond Mcleod Jr.George P.Schell, Pearson education,2007.
3. Management Information System- Managing information techonolgy in e-business enterprise, James o Brien, Tata Mcgraw Hill, 2002
4. Computer Applications in Management - Niranjanshrivastava.Dreamtech Press, 2011.
5. Business Driven Technology - Haag, Baltzan, & Philips. 2/e, TataMcGraw-Hill, 2009.
6. Fundamentals of Information Technology - Alexis Leon, &Mathews Leon , 2/e, Vikas, 2009

SUPPLEMENTARY READING MATERIAL:

- Corey schou and dan shoemaker, information assurance for enterprise- A roadmap of information security, Tata Mcgraw Hill,2002.
- Frederick gallegor, Sandra senft, Daniel P.manson and carol Gonzales, information techonogly control and audit,Auerbach publications, 2007.

WEBSITES:

- www.busmanagement.com
- www.allbusiness.com

JOURNALS

- International Journal of Network Security & Its Applications (IJNSA)
- Journal of Management and Marketing Research

QUANTITATIVE METHODS FOR INFRASTRUCTURE MANAGERS

Subject Code	: 16MBAIM12	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

1. To have an insight about the quantitative techniques in an infrastructure organization
2. To use relevant quantitative tools and techniques to solve managerial problems.
3. To help the students to understand the approaches for designing and improving Decision making process.

Course Outcomes:

At the end of the course students will be able to

- Acquire Knowledge in Quantitative Techniques.
- Apply relevant quantitative tools and techniques to solve managerial problems.
- Gain Hands-on Experience in designing and improving Decision making process

Unit 1: (6 Hours)

Introduction to Operations Research: Definition, Scope of operations research, Characteristics, merits and limitations of operations research, quantitative approach to decision making for infrastructure management, Models and modeling in operations research with respect to infrastructure management.

Unit 2: (10 Hours)

Linear Programming: Introduction to Linear Programming, Structure of linear program model, Assumption, Advantages, Limitations, Formulation of linear programming model, Graphical method and Simplex method -Maximum 3 variables.

Unit 3: (10 Hours)

Transportation Problem: Introduction to Transportation problem, General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM and VAM), Assignment problems, Problems on minimization and maximization.

Unit 4: (10 Hours)

Decision Theory: Decision under uncertainty, Max-min and Min-max decisions, Decision under risk, Decision tree problems, Job sequencing, N Jobs-two machines and N Jobs-three machines and 2 Jobs-M machines cases.

Unit 5:**(10 Hours)**

Simulation: Process of simulation, Types of simulation, Steps in simulation process, MonteCarlo simulation, and application of queuing in infrastructure management areasProblems on MonteCarlo-maximum 5 variables.

Unit 6:**(10 Hours)**

Theory of Games:Introduction, Significance of Game Theory, Limitation of Game Theory,two person zero sum game; solution to games; saddle point; Rule of dominance, value of the game, mixed strategy, graphical method of games (2 x n) and (m x2) games.

Practical Components:

- Computation of Linear Programming Problems under graphical method using PHP Simplex software.
- Computation of Linear Programming Problems under simplex method using PHP Simplex software.
- Computation of Monte Carlo problems using Quant Methods software.
- Using MathWorkssoftware for solving quantitative problems.

RECOMMENDED BOOKS:

1. Operations Research: Theory and Applications – Sharma J.K, 4/e, McMillan, 2010,New Delhi.
2. Operations Research: An Introduction – Hamdy A. Taha, Prentice Hall, 2011, New Delhi.
3. Quantitative Techniques in Management: Vohra N.D, 4/e,TMH,2010,New Delhi.
4. Operations Research :R. Panneerselvam, , 2/e, PHI, 2009,New Delhi.

REFERENCE BOOKS:

1. Quantitative Methods for Business- Anderson Sweeney, Williams, 10th edition, Cengage, 2011,New Delhi.
2. Operations Research: Kalavathy S, 3/e, Vikas Publishing House,2009,Noida.
3. Introduction to Operations Research: Frederick S. Hillier, Gerald J., 9/e, Tata McGraw-Hill, 2011,New Delhi.

SUPPLEMENTARY READING MATERIAL:

- Quantitative Methods: An Introduction for Business Management-Paolo Brandimarte, Wiley
- Operations Research:A.M. Natarajan,Pearson Education; First edition (2011)
- Operations Research: R. Veerachamy, S K Kataria and Sons,2010

WEBSITES:

- www.orsi.in/
- www.quantitative.emory.edu/

- www.mit.edu/orc/
- www.learnaboutor.co.uk/
- www.theorsociety.com
- www.orsi.in/
- www.ifors.org/

JOURNALS:

- International Journal of Operational Research
- Journal of the Operational Research Society
- Journal of operational research society of India

Infrastructure Issues in Indian Economy

Subject Code	: 16MBA IM13	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- 1.To create awareness about the Economic Environment of India.
- 2.To familiarize the students about the importance of economic approaches in managerial decision making.
- 3.To evaluate the latest developments in Irrigation, Power, Transport, Communications, Urbanization and Special Economic Zones.
- 4.To learn the role of CSR, PPP, Insurance and other economic models in Sustainable Development.
- 5.To analyze the applications of economic theories in business decisions.

Course Outcomes:

At the end of the course students will be able to

- Get an overview into Economic Environment of India
- Gain an insight into CSR, PPP, Insurance and other economic models
- Understand the latest developments in the area of Irrigation, Power, Transport, Communications, Urbanization and SEZ.
- Apply economic theories in business decisions.

Unit 1: (6 Hours)

India's Economy in the 21st Century:Salient features of Indian economy, Nature of mixed economy, Economic planning and Development, status of Infrastructure development in India.

Unit 2: (10 Hours)

Economic Environment : Macro Economic Environment Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Partnership model (PPP) –Sources of Industrial Finance - Foreign Direct Investment(FDIs) and Foreign Institutional Investors (FIIs).

Unit 3: (08 Hours)

Economic Reforms in India: Structural reforms, financial and fiscal reforms (with reference to infrastructure funding), Reforms in foreign trade and investments, financial sector reforms and developments.

Unit 4: (10 Hours)

Overview of Indian Infrastructure: Infrastructure scenario, infrastructural requirements of Sectors, Infrastructure during five year Plans. India Vision 2020 on infrastructure, Critical review of Irrigation, Power, Transport, Communications, Urbanization and Special Economic Zones with special reference to current developments, Hard and Soft Infrastructure.

Unit 5: (12 Hours)

Economic Principles and Role of Regulators: Cost and Production functions of infrastructure projects, Structure of Market, regulation of monopoly, Role of Competition Commission of India (CCI). Tariff fixation and Dispute Resolution Tribunal (DRT), Jurisdiction in each sector and relationship with government covering Tariff Authority for Major Ports (TAMP), Central Electricity Regulatory Commission (CERC), State Electricity Regulatory Commission (SERC), Telecom Regulatory Authority of India (TRAI).

Unit 6: (10 Hours)

International Economics: Classical Theories of International Trade (Absolute cost advantage and Comparative cost advantage), Product Life Cycle (PLC) and Strategic Trade Theories, Trade Policy in Developing Countries, Regional Blocks and Economic Unions, WTO: Trade Related Investment Measures (TRIMS), Trade Related Intellectual Property Rights (TRIPS).

Practice Components:

4. Make a detailed report on the role of Insurance in Infrastructure Management of the country.
5. Design a proposal of business entity by using - Public-Private Partnership model (PPP) strategy in India.
6. Make a detailed report on necessary infrastructure requirements in smart cities/modern cities as per Indian Context and share it with government of India through govt. website or email it to Ministry of Urban Development.
7. Students have to understand Complaint Management system of Telecom Regulatory Authority of India.
8. Students should understand and know the procedure of applying for Trade Related Intellectual Property Rights.

RECOMMENDED BOOKS:

- Indian Economy- DattRuddar, K. P. M. Sundharam, S. Chand and Company, 67/e, New Delhi 2013.

- Elementary Indian Economics -K KDewett , M L Sharma&J D Verma, S. Chand Publishing,31/e, New Delhi,2012.
- Principles of Macro Economics-C. Rangarajan, Bakul H. Dholakia,Tata McGraw-Hill, 32/e,New Delhi 2007.

REFERENCE BOOKS:

- Srinivas Gowda and Susheela (eds) Infrastructure Development for Economic Development, Deep and Deep Publications,New Delhi,1997.
- Macro Economics- ChandanaGhosh Ambar GhoshPHI Learning,New Delhi 2011.
- Managerial Economics-Gupta, Tata McGraw-Hill, 10/e,New Delhi 2010.

SUPPLEMENTARY READING MATERIAL:

- Pachauri R. K. Batra. Directions, Innovations and Strategies for Harnessing Action for Sustainable development, TERI, New Delhi, 2001.
- Govt of India, India Vision 2020, Planning Commission, New Delhi, 2004.
- India Year Book, Published by Government of India Press.
- 3iNetwork: India Infrastructure Reports 2004-2008
- India Development Reports: Oxford University Press, New Delhi.
- Economic Survey 2015-16, Govt. of India.

WEBSITES:

- www.businesstoday.in
- www.indiastat.com
- economictimes.indiatimes.com
- www.valuenotes.com
- www.rbi.org.in

JOURNALS:

- The Indian Economic Journal
- Indian Journal of Economics and Development

PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Subject Code	:16MBA IM14	IA Marks	:20
No. of Lecture Hours / Week	: 03	Exam Hours	:03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

- To make students understand fundamental concepts and management, including the basic roles, skills, and functions of management
- To make students knowledgeable of historical developments, theoretical aspects and applications of managerial process
- To understand the basic concepts and theories underlying individual behavior.
- To make students aware of groups, dynamics of groups and team building

Course Outcomes:

At the end of the course students are able to:

- Comprehend & correlate all the management activities with fundamental concepts and principles of management.
- Get an overview of management, theory of management and practical applications of the same.
- Effectively use their individual skill to work in groups to achieve organizational goals and ability to lead groups/teams.
- Demonstrate their acumen in applying managerial and behavioral concepts in real world/situation.

Unit 1:Introduction

(8 hours)

Management: Introduction, Definition of management , nature, purpose and function, level and types of manager, managerial roles, skills for managers, evolution of management thought, Fayol's fourteen principle of management and recent trends in management

Unit II: Planning and Organizing

(12 hours)

Planning: Nature of planning, planning process, objectives, MBO, Strategies, level of strategies, methods and programs, planning premises, decision making, process making, process of decision making, type of decisions, techniques in decision making. **Organizing:** Organization structure, formal and informal organizations, principles of organizations- chain of command, span of control, delegation, decentralization, empowerment. Functional, divisional, geographical, customer based and matrix organization, team based structures, virtual organizations, boundary less organizations.

Unit III: Controlling

(4 hours)

Controlling: importance of controlling, controlling process, type of control, factors influencing control effectiveness.

Part B- Organizational Behavior

Unit IV: Introduction

(5 hours)

Organizational behavior: introduction, definition. Historical development, fundamental principles of OB, contributing disciplines, challenges and opportunities. Organizational culture importance, managing culture. Work stress.

Unit V: Foundations of individual behavior(16 hours)

Individual behavior: foundation of individual behavior.

Ability: intellectual abilities. Physical ability, the role of disabilities. **Personality:** Meaning formation. Determinants, traits of personality. Big five and MBTI, personality attributes influencing OB.

Attitude: formation, components of attitudes, relation between attitude and behavior.

Perception : process of perception , factors influencing perception, link between perception and individual decision making.

Emotion: affect, mood and emotion and their significance, basic awareness, relationship management.

Unit: VI motivation and leadership (11 hours)

Motivation: meaning, theories of motivation- needs theory, two factor theory, theory X and Y, application of motivational theories. Leadership: meaning, style of leadership, leadership theories, trait theory, behavioural theories. Managerial grid. Situational theories- Fiedlers model, SLT, transactional and transformation leadership.

Group Behavior : Definition, types, formation of groups, building effective teams. Conflicts: Meaning, nature, types, process of conflict, conflict resolution.

Practical Component:

1. Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in module 2 and justifying why such structure are chosen by those organizations.
2. Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviors with respects to the trait, behavioural and contingency theories studied.
3. Identifying any five job profiles and listing the various types abilities required for those jobs and also the personality traits required for the jobs identified.
4. Identifying few employees profiles and employees knowledge to analyse their best performance.
5. Studying controlling structures of any 5 companies, which are studied in unit 3 and justifying why such structure are chosen by those organization.

Recommended Books:

1. Essentials of management – koontz, 8/e, 8/e, Mcgraw hill
2. Management: text and cases- VSP : Rao, Excel books
3. Organizational Behaviour, Stephen P Robins, Timothy A Judge, 14th Edition. 7. Organization Behavior, Ashwathappa, Himalya Publications House.
4. Organizational Behavior -Fred Luthans, TMH, 2011

Reference Books:

1. Orgb-Nelson, Quick, Khandelwal, Cengage Learning, 2012
2. Organizational Behaviour-Anada Das Guptha, Biztantra, 2011
3. Organizational Behavior; A Modern Approach-Arunkumar and Meenakshi, Vikas Publication House, 2011
4. Management and Organizational Behavior -Laurie J Mullins, Pearson Education
5. Fundamentals of Organizational Behavior -Slocum/Hillriegel, Cengage Learning
6. Organizational Behavior – Aquinas P.G, Excel Books
7. organization behavior- K aswathappa edition 2013 Himalaya publishing house 2007
8. Organization behavior – K Sridharabhathe diton 2010 Himalaya publication house

SUPPLEMENTARY READING MATERIAL:

1 Edgar Schein, organizational culture and Leadership, 2nded.

2 Walter E. Dyer ed. Classics of organizational Behaviour

3 Steven N. Brenner and Earl A. Molander, Is the ethics of business changing . Harvard business.

Websites:

- www.marshall.usc.edu.com
- www.management.pamplin.vt.edu
- Harvard business school

JOURNALS:

- Management system in India
- Indian journal of management system
- IIMB Management Review.
- Harvard business school

ACCOUNTING FOR INFRASTRUCTURE MANAGERS

Subject Code	: 16MBA IM15	IA Marks	:20
No. of Lecture Hours / Week	: 03	Exam Hours	:03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

- To orient fundamental accounting concepts, conventions and accounting equations.
- To provide insights into basic journal entries for business transactions
- To prepare financial statements in vertical and horizontal format.
- To analyze a company's financial statements using various ratios for decision making in infrastructure management.

Course Outcomes:

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

- Acquire the knowledge about the concepts and fundamental principles of accounting.
- Demonstrate theoretical knowledge and its application in real time accounting.
- Capable of preparing financial statement of sole trading concerns and companies.
- Independently analyze financial statements and take decisions.

Unit 1

(8 Hours)

Introduction to Accounting: Need and types of accounting, scope of financial accounting, concepts and conventions of accounting, accounting equations, users of accounting information, financial accounting compared with cost accounting and management accounting (problems on accounting equation).

Unit 2

(10 Hours)

Preparation of Books of Accounts: Journals, subsidiary books, three column cash book, ledger and trial balance (Theory and Problems).

Unit 3**(12 Hours)**

Preparation of final accounts: Preparation of final accounts of sole traders and companies (excluding partnership) in vertical formats (Theory and Problems).

Unit 4**(12 Hours)**

Analysis of financial statements: Comparative, common size and trend analysis, ratio analysis, preparation of financial statement using ratios, Du Point Analysis, cash flow statements as per AS-3. (Theory and Problems)

Unit 5**(8 Hours)**

Accounting standards and IFRS: An overview of Indian Accounting Standards, IFRS and its implications to India. Human Resource Accounting, Forensic Accounting, Window Dressing- Sustainability Reporting (Theory only).

Unit 6**(6 Hours)**

Responsibility centers-Revenue centers, Expense centers, Administrative and support centers, Research and Development Centers, Business Units as Profit Centers (Theory only).

The Course will cover both Theory and Numerical problems (Theory and Practical proportions: Theory: 40; Practical: 60)

Practical Components:

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analyzing the companies' cash flow statements and presenting the same in the class.
- Exposing the students to usage of accounting software's (Tally Package).
- Identify the sustainability report of a company and study the contents.
 - Introducing of accounting standers to the students.

RECOMMENDED BOOKS:

1. Maheswari S. N, Maheswari Sharad K. Maheswari , Accounting For Management 2/e, Vikas Publishing house (P) Ltd., 2011
2. R Narayanaswamy "Financial Accounting: A Managerial Perspective", Prentice- Hall India. New Delhi. 2014
3. Subhash Sharma & M P Vithal, "Financial Accounting for management", Macmillan India Ltd, New Delhi. 2012
4. Anil Kumar, Rajesh Kumar & Mariappa, Financial Accounting, Himalaya Publishing House. 2013
5. Jain & Narang, Financial Accounting, Kalyani Publications. 2006

REFERENCE BOOKS:

1. Robert N. Anthony & Vijay Govindarajan- Management control systems, Irwin. 10th Ed. 2011 2.
2. Horngren, et.al. Cost Accounting: A Managerial Emphasis, Prentice- Hall, New Delhi, 2009
3. Rawat, Accounting Standards, Taxman Publication. 2010 4. Jain & Jain, Advanced Accountancy, TMH, New Delhi, 2010 5.
4. Kimmel, Financial Accounting: Tools for Business Decision Making (5th Edition), Wiley India, New Delhi, 2010
5. Raman B S , Financial Accounting ,Vol I & Vol II, 1/e, united publishers,2009.

SUPPLEMENTARY READING MATERIAL:

- IFRS:A Practical approach, jasmine kaur, McGraw Hill.
- Accounting for Managers: Interpreting accounting information for decision-making, Paul M. Collier Aston Business School, Aston University

Websites:

- www.accountingformanagement.org
- www.mba.hec.edu
- www.hbs.edu
- www.icai.org

Journals:

- Journal of financial management & Accounting
- Journal for Management accounting system
- An Analysis of Managers' Use of Management Accounting

MANAGERIAL COMMUNICATION

Subject Code	: 16MBA IM16	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objective:

- To empower and enhance students communication skills through verbal, non-verbal, correspondence, presentations, interviews and negotiation.

Course Outcomes:

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

- Describe and develop written and oral communication.
- Independently prepare business letters and reports.
- Exhibit, develop and apply negotiation strategies.
- Gain exposure to media management and demonstrate the skill in analyzing business situation.

Unit 1:

(8 Hours)

Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management – Communication structure in organization – Communication in conflict resolution - Communication in crisis. Communication and negotiation. Communication in a cross-cultural setting, Barriers to communication.

Unit 2:

(8 Hours)

Oral Communication: Meaning – Principles of successful oral communication — Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication. Listening as a Communication Skill, Nonverbal communication.

Unit 3:

(6 Hours)

Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Prewriting – Writing – Revising – Specific writing features –Coherence – Electronic writing process.

Unit 4:

(14 Hours)

Business Letters and Reports: Introduction to business letters – Types of Business Letters - Writing routine and persuasive letters – Positive and Negative messages Writing Reports:

Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation. Writing memos

Media management: The press release – Press conference – Media interviews

Group Communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings.**Meeting Documentation:** Notice, Agenda, and Resolution & Minutes.

Employment communication: Introduction – Composing Application Messages – Writing CVs – Group discussions – Interview skills

Unit 5:

(8 Hours)

Case Method of Learning: Understanding the case method of learning – Different types of cases – Difficulties and overcoming the difficulties of the case method, Dos and don'ts for case preparation – Reading a case properly (previewing, skimming, reading, scanning) – Case analysis approaches (Systems, Behavioral, Decision, Strategy), Discussing and Presenting a Case study.

Unit 6:

(12 Hours)

Presentation skills: What is a presentation – Elements of presentation – Designing & Delivering Business Presentations – Advanced Visual Support for Managers

Negotiation skills: What is negotiation – Nature and need for negotiation – Factors affecting negotiation – Stages of negotiation process – Negotiation strategies **Impact of Technological Advancement on Business Communication** – Technology enabled Communication - **Communication networks** – Intranet – Internet – e mails – SMS – teleconferencing – videoconferencing.

Practical Components:

1. Give exercises for clarity and conciseness in written communication.
2. A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.
3. Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc,
4. Demonstrating Video conferencing & teleconferencing in the class.
5. Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
6. Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty

RECOMMENDED BOOKS:

1. Business Communication : Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education,2011
2. Business Communication: Essential Strategies for 21st Century Managers - S.Chand (G/L) & company ltd; second edition.2014
3. Business Communication: Process and Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
4. Business Communication – Lesikar, Flatley, Rentz&Pande, 11/e, TMH, 2010
5. Advanced Business Communication – Penrose, Rasberry, Myers, 5/e, Cengage Learning,2004.
6. BCOM – Lehman, DuFrene, Sinha, Cengage Learning, 2/e 2012
7. Business Communication – Madhukar R. K, 2/e, Vikas Publishing House.

REFERENCE BOOKS:

1. “The role of corporate communications in developing a corporate brand image and reputation in Mauritius”, Corporate Reputation Review. Hawabhay, B., Abratt, R. and Peters, M. (2009),
- 2 “Corporate identity and corporate communications: creating a competitive advantage”, Corporate Communications: An International Journal. Balmer, J.M.T. and Gray, E.R. (1999),
3. Business Communication - Sehgal M. K & Khetrapal V, Excel BOOKS.
4. Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.
5. Basic Business Communication – Raj Kumar, Excel BOOKS, 2010.
6. Business Communication- Meenakshi Raman and Prakash Singh. Oxford publications.

SUPPLEMENTARY READING MATERIAL:

- Global Business Etiquette: a Guide to International Communication and Customs M364 by Jeanette S. Martin and Lillian H. Chaney. Santa Barbara, CA: Praeger, 2012.
- Managing Risk in Communication Encounters: Strategies for the Workplace W147 by Vincent R. Waldron and Jeffrey W. Kassing. Los Angeles, CA: Sage, 2011

WEBSITES:

- www.texshare.edu
- www.Amberton.edu

JOURNALS:

- Journal of Communication Management.
- International journal of business and public administration.

II SEMESTER

FINANCING INFRASTRUCTURE PROJECTS

Subject Code	: 16MBA IM21	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

1. To familiarize the students with the concepts of financing and investment for infrastructure development.
2. To enable students to get perspective on various sources of project finance and how financial institutions appraise a project.
3. To make students understand critical issues in infrastructure financing such as role of banks and financial institutions, government role in infrastructure creation, regulation, frameworks for private sector participation and risk management are dealt in detail
4. To enable students to understand the importance of credit rating in financing infrastructure projects

Course Outcomes:

At the end the course students will be able to

- Demonstrate the basic concepts of financing and investment
- Acquire perspectives on various sources and appraisal of project finance.
- Integrate the critical issues and role of various institutions in Risk Management and participation.
- Evaluate the importance of credit rating in financing infrastructure projects

Unit 1

(08 Hours)

Financing of Projects: Project financing and its importance, important issues in financing of project, Sources of finance, Development in project financing. Infrastructure Finance V/s Project Finance, Evolution of Private and Commercially financed infrastructure projects in India, consortia financing, contemporary products, privatization and outlook for Infrastructure Projects.

Unit 2

(08 Hours)

Supply of Infrastructure Finance: Infrastructure Finance –Scope and avenues, Business and major players (global & Indian), Products (funded & non-funded) types, mezzanine finance, take out products-tax implications, Role of FI and banks and shift in portfolio of FI and banks, Securitization, Role of government in infrastructure creation and regulation.

Unit 3

(08 Hours)

Infrastructural finance: Key terms & concepts: Types of projects (BOT, BOOT, BOLT, BOO), concession on agreements/license agreements & key clauses therein, key contracts (EPC, O&M, shareholders agreement) and key clauses therein (including diagram depicting typical contractual structure), Financial Closure, Issues in transfer.

Unit 4

(08 Hours)

Process flow chart of typical infrastructure projects- process flow for projects and competitively bid projects.

Financing infrastructure projects: Typical project configuration, key project parties, project contracts, financial structure and corporate governance, managing risk in private infrastructure projects, recommendations of the Committee on Infrastructure Financing.

Unit 5

(12 Hours)

Financial estimates and projections: Cost of project, means of finance, estimates of sales and production, cost of production, working capital requirement and its financing, profitability projections, projected cash flow statement, projected balance sheet, multi-year projections. Measures of savings in infrastructure costs

Unit 6

(12 Hours)

Risk Analysis: Risks associated with various infrastructure projects; Introduction to risk management concept, Project risk management strategy, risk identification, risk assessment approach, risk mitigation and allocation, project risks response plan development and control methodology, human side of risk management, benefits of managing project risk

Credit Rating: Introduction to credit rating of infrastructure projects and role of credit ratings in financing infrastructure projects, Credit rating frameworks of various national and international credit rating agencies for infrastructure projects in various sectors.

The Course will cover both Theory and Numerical problems

(Theory and Practical proportions: Theory: 70%; Practical: 30%)

Practical Component

- Students to visit a bank which provides infrastructure finance and conduct a study on how financial institutions appraise a project
- Students to analyze project cash flow statement of a company
- Study risk management practices in private infrastructure projects.

RECOMMENDED BOOKS:

1. Prasanna Chandra, Financial Management: Theory & Practice- TMH

2. Prasanna Chandra, Projects: Planning, analysis, selection, financing, implementation and review, McGraw Hill Education (India) Pvt. Ltd. New Delhi, 8th Edition
3. Vasant Desai, Project Management, Himalaya Publishing House
- 4.
5. Raghuram, G., Jain, R., Sinha, S., Pangotra, P., & Morris, S. (2000). Infrastructure Development and Financing: Towards a Public-Private Partnership: MacMillan.
6. Merna, T., & Njiru, C. (2002). Financing infrastructure projects (First ed.). London: Thomas Telford.
7. Construction Project Management: Planning, Scheduling and Controlling, K.K. Chitkara, Tata McGraw Hill Education Pvt Ltd., New Delhi (Second Edition)
8. Narendra Singh, Management and Control, Himalaya Publishing House (5th revised edition, 2009)

REFERENCE BOOKS:

1. Finnerty, J. D. (1996). Project financing - Asset-based financial engineering. New York: John Wiley & Sons, Inc.
2. Bamford C.G: Transport Economics, Oxford, Heinemann Publication
3. International Finance Corporation, Financing of Infrastructure: Lessons of Experience, World Bank, Washington D.C.
4. Clifford F. Gray, et al, Project Management: The Managerial Process, Special Indian Edition, TMH
5. Private Sector investment in infrastructure projects, Project Finance, PPP projects and Risk, Second Edition, Jeffrey Delmon, Turpin Distribution Services, UK

Supplementary Study material

1. Financial Management – Sudarshan Reddy, Himalaya Publishing House, New Delhi
2. Principles of Managerial Finance - Gitman, 10/e, Pearson Education, 2004
3. Pretorius, F., Lejot, P., McInnis, A., Arner, D., & Hsu, B. F.-C. (2008). Project finance for construction and infrastructure: Principles and case studies. Oxford: Blackwell Publishing.
4. Weber, B., & Alfen, H. W. (2010). Infrastructure as an asset class - Investment strategies, project finance and PPP. West Sussex: John Wiley & Sons
5. UNIDO. (1996). Guidelines for infrastructure development through Build-Operate-Transfer (BOT) projects. Vienna: UNIDO.

Journals

1. Infrastructure Journal and Project Finance Magazine
2. Journals on project appraisal
3. Journal of Infrastructure Development
4. Research Journal of Finance and Accounting

5. Indian Journal of Finance

Websites

<https://ijglobal.com/>

<http://www.mpifg.de/projects/govxborders/downloads/mader11.pdf>

www.theijbm.com/Call-for-Paper

<http://www.emeraldinsight.com/doi/abs/10.1108/JPIF-07-2015-0047>

ENTREPRENEURSHIP DEVELOPMENT

Subject Code	: 16MBA IM22	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

1. To provide basic understanding of Entrepreneurship and comprehensive Entrepreneurship Development process.
2. To identify and distinguish intellectual property assets of a new venture and to impart scope and value of business plan to investors, lenders, employees, suppliers and customers.
3. To create awareness about various types of financing available for an entrepreneurs and in managing and growth of new venture.
4. To create awareness about role of MSME and various institutions supporting entrepreneurs.
5. To appraise the students on the leading practical application oriented case studies and to know the benefits of being an entrepreneur, its contribution to the society.

Course Outcomes:

At the end of the course students will be able to

- Display keen interest and orientation towards entrepreneurship
- Appraise the various intellectual property assets and stake holders
- Independently develop business plan.
- Inspire consciousness towards social and rural entrepreneurship.

Unit 1:

(7 Hours)

Entrepreneur: Meaning, Evolution of the Concept; Development of Entrepreneurship, Functions of an Entrepreneur. Types of Entrepreneurs, The Entrepreneurial Culture; Stages in Entrepreneurial Process, Barriers to Entrepreneurship, Entrepreneurship and Innovation. Intrapreneur, Difference between Manager and Entrepreneur, Role of entrepreneurs in Economic Development.

Unit 2:

(7 Hours)

Creativity and Innovation: Creativity, Exercises on Creativity, Source of New Idea, Ideas into Opportunities. Creative Problem Solving: Heuristics, Brainstorming, Synectics, Value Analysis

Innovation and Entrepreneurship: Profits and Innovation, Globalization, Concept and Models of Innovation. Significance of Intellectual Property Rights.

Unit 3: (8 Hours)

Business Planning Process: Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Production/operations plan, Organization plan, financial plan, final project report with feasibility study, preparing a model project report for starting anew venture, Reasons for Business Failure.

Unit 4: (8 Hours)

Legal issues for the entrepreneur—various forms of organization, legal issues setting up the organization, the various statutory registrations and clearances required.

Micro, Small and Medium Enterprises: Role of MSME, concept and definitions, government policy and SME in India, Growth and performance of MSME Sector, problems, causes of sickness, symptoms and remedial measures for sickness.

Unit 5: (10 Hours)

Institutions Supporting entrepreneurs: Small industry financing developing countries, A Brief overview of financial institutions in India, Central level and state level institutions, SIDBI, NABARD, IDBI, SIDCO, Indian Institute of Entrepreneurship, DIC, Single Window, Latest Industrial Policy of Government of India.

Informal risk capital and venture capital: Informal risk capital market, venture capital, nature and overview, venture capital process, locating venture capitalists, approaching venture capitalists.

Unit 6: (12 Hours)

International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Stages of economic development, Entrepreneurship entry into international business, exporting, direct foreign investment, barriers to international trade.

Social Entrepreneurship: Social enterprise-need, types, characteristics and benefits of social enterprises-Social entrepreneurship, Rural entrepreneurship-need and problems of rural entrepreneurship, challenges and opportunities-Role of government.

Case studies in Entrepreneurship Development (4hours)

Practical component:

1. Make a business plan for your intended business, talk to bankers to find out what they look for in a business plan, modify accordingly and present it in the class.
2. Take up any sick unit and try to identify the reasons for sickness and measures to be opted to overcome sickness.

3. Interview a local entrepreneur to find out his/her major motivations to start a business which of the skills and characteristics do you find in the entrepreneur?
4. Choose an NGO in your locality. Interview the founder and present the case in class on the motivations, challenges, ecosystem support and their impacts, arrive at possible solutions and convey back to NGO.

RECOMMENDED BOOKS:

1. Entrepreneurship in the New Millennium — Donald F. Kuratko, Hodgetts — Cengage — New Edition India Edition
2. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, 6/e, The McGraw-Hill Companies, 2007
3. Poornima Charantimath, Entrepreneurship Development - Small Business Enterprise - Pearson Education, 2007.
4. Vasant Desai, Entrepreneurship Development and Management, Himalaya Publishing House, 2007.
5. Entrepreneurship Development – SS Khanka, S Chand & Co., 6th Ed., 2004
6. Entrepreneurship - New Venture Creation – David H. Holt, PHI, 1st Ed., 2000.

REFERENCE BOOKS:

1. Buttner, E.H., and Moore, D.P. (1997) "Women's Organization Exodus to Entrepreneurship: Self-Reported Motivations and Correlates with Success."
2. Entrepreneurship Development, Renu Arora and S.K. Sood, Kalyani Publisher, 2011.
3. Kuratko, Entrepreneurship - Principles and Practices, 7/e, 2007, Thomson Publication
4. Entrepreneurship Development in India, Dr. C V Gupta & Dr. N P Srinivasan, Sultan Chand & Sons, 5/E Reprint, 2003.
5. Dr. Mathew J Manimala, Entrepreneurship Theory at crossroads, Biztantra, 2007.

SUPPLEMENTARY READING MATERIAL:

1. Valliere, D., and R. Peterson. "Entrepreneurship and economic growth: Evidence from emerging and developed countries." Entrepreneurship & Regional Development 21:5-6 (2009)
2. Bowen, H. P., and D. De Clercq. "Institutional context and the allocation of entrepreneurial effort." Journal of International Business Studies 39 (2008).
3. Entrepreneurship & Management - S. Nagendra and Manjuntha V. S., Sanguine Technical Publishers, 2008.

WEBSITES:

- www.edi.org

- www.iee.org
- www.jemi.edu.pl
- www.actionforindia.org/Social
- www.startingbloc.org/

JOURNALS:

- Journal for International Business and Entrepreneurship Development
- Journal of Entrepreneurship
- The *Journal of Global Entrepreneurship Research*

PROJECT APPRAISAL AND RISK MANAGEMENT

Subject Code	: 16MBA IM23	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To introduce strategies that leads to sustainable competitive advantage.
- To discuss the key principles and techniques for evaluating capital expenditures, strategic, qualitative and organizational consideration impacting capital budgeting decisions.
- To promote and undertake research relating to operation products, instruments, processes etc., in banking and finance and to encourage innovation and creativity among finance professionals, so that they could face competition and succeed.

Course Outcomes:

At the end of the course students will be able to

- Develop strategies of sustainable competitive advantage.
- Evaluate various factors impacting capital budgeting decisions.
- conduct research independently on project appraisal and risk management

Unit 1:

(6 Hours)

Overview of capital budgeting: phases of capital budgeting- levels of decision making objective. Generation and screening of project ideas: Generation of ideas monitoring the environment regulatory framework for the project-corporate appraisal- preliminary screening- project rating index-qualities of a successful entrepreneur-porter model for estimation of potential of industries.

Unit 2:

(10 Hours)

Financial Analysis and Appraisal criteria: Estimation of cost of the project and means of financing –estimates of sales and production – cost of production –working capital requirement and its financing- estimates of working results Net present value- Benefit cost ratio-Internal rate of returns –payback period accounting rate of returns-investment appraisal in practice.

Unit 3:

(10 Hours)

Overview of Risk:Risk identification, Risk, insurance and management, introduction to riskand insurance. Risk identification and Risk evaluation, risk assessment & management- risk analysis:

exposure of physical assets and human assets, exposure to legal liability, risk management, risk control.

Unit 4: (10 Hours)

Insurance: insurance related regulation, role of IRDA, legal aspects of insurance contract and key aspects of insurance contract. Different types of insurance product-health and general, group, and commercial insurance.

Unit 5: (10 Hours)

Risk management using futures and forwards: Differences- valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, margins accounting, hedging using futures-specification of futures-commodity futures, index futures interest rate futures- arbitrage opportunities.

Unit 6: (10 Hours)

Risk management using swaps: Mechanics of interest rate swaps-volatility of interest rate swaps-currency swaps-valuation of currency swaps. Options- types of options, option pricing, factors affecting option pricing. Options on stock index- options on futures- interest rate options.(Theory only)

The Course will cover both Theory and Numerical problems (Theory and Practical proportions: Theory:60 ; Practical:40)

Practical Component:

- Students can be asked to identify how the approaches to project appraisal differ between commercial projects in the private sector and a public sector.
- Students can visit a bank/financial institution and study the project appraisal criteria adopted by them.
- Students can visit a financial institution dealing in commodity derivatives and study the products offered by him
- Students should individually select various futures or options and watch the behavior of these futures and options on a day to day for 15 days to see how futures and options might help mitigate the risks of investors.

RECOMMENDED BOOKS:

- Project Planning: Analysis, Selection, Implementation and Review –Prasanna Chandra, 7/e, TMH, 2011.
- Project Management and Control – Narendra Singh, HPH, 2003.
- Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education, 2004.

- Derivatives- Valuation & Risk Management –Dubofsky&Miller, Oxford University Press, 2005.
- Derivative and Risk management, Sundaram, Janakiram,Pearson, 2011.

REFERENCE BOOKS:

- Project Management – Bhavesh M. Patel, 2/e, Vikas.
- Project Management for Business and Technology: Principles and Practice – Nicholas, John M., 2/e, Pearson.
- Project Management: Small Steps towards a Big Journey – Vasant Desai, HPH, 2009.
- Construction Project Management, Planning, Scheduling and Control – Chitkara, 1/e, TMH.
- Principles of Risk Management & Insurance – George E. Rejda, 11/e, Pearson Education, 2011.

SUPPLEMENTARY READING MATERIAL:

- Introduction to Risk Management & Insurance – Mark S.Dorfman, 9/e, Pearson, 2008
- Options & Futures –Edwards & Ma, 1/e, MacGraw Hill. 8
- Risk Management – Koteswar, HPH.

WEBSITES:

- www.financeprofessor.com
- www.mbaclubindia.com
- www.bseindia.com
- www.nseindia.com
- www.moneycontrol.com

JOURNALS:

- Indian Journal of Finance
- Vikalpa of IIM Ahameadbad
- The Global Journal of Finance and Management (GJFM)
- Indianresearchjournals

RESEARCH METHODOLOGY

Subject Code	: 16MBA IM24	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objective:

- To help the students to understand the types and approaches research for designing and improving research process.
- To create awareness about tools and techniques of data collection methods.
- To use relevant tools and techniques to solve management problems.
- To understand the different types of report writing.

Course Outcomes:

At the end of the course students will be able to

- Apply a range of quantitative/qualitative research techniques.
- Understand and apply research approaches, techniques and strategies.
- Demonstrate knowledge of data analysis and interpretation.

Unit 1:

(6 Hours)

Introduction to Research: Nature and scope of research, Types of research, Research approaches, Research process, Research Design, Research methods v/s Research methodology, Steps in research, Problem formulation, Statement of research objective, Exploratory, Descriptive, Experimental research.

Unit 2:

(10 Hours)

Methods of Data Collection: Primary and Secondary, Sources, Advantages and disadvantages, Methods-Observations, Survey, Interview and Questionnaire design, Qualitative techniques of data collection, Scaling and measurement.

Unit 3:

(12 Hours)

Sampling and Processing of Data: Concept of sampling, Procedure, Types of sampling methods, Probability and NonProbability sampling methods, Sample size determination, Sampling errors, Editing, Coding, Classification and Tabulation of data, Types of Classification, Types of Tabulation

Unit 4:

(10 Hours)

Hypothesis: Meaning of Hypothesis, types, characteristics, sources, formulation, testing of Hypothesis, errors in hypothesis testing, parametric and nonparametric test: Z-Test, t-test, F-test, U-test, (Theory and Problems).

Unit 5:**(10 Hours)**

Statistical Analysis: Analysis of data, Bivariate analysis, Multivariate Analysis-Factor analysis, Cluster analysis: Chi-square test, ANOVA-one way and two way classifications. (Theory and Problems)

Unit 6:**(8 Hours)**

Report Writing: Research report – Preparation and Presentation Significance of report writing, Steps in the research report writing, Types of reports, Precautions while writing research report, Qualities of a good report.

The Course will cover both Theory and Numerical problems (Theory and Practical proportions: Theory: 70; Practical: 30)

Practical Component:

- Students need to describe the situation where research will help you as a manager to make good decision.
- Students has to design a questionnaire for various products to find out the satisfaction level of customers.
- Students need to understand the practicality of the various scales used in research process.
- Students should develop sample report where an idea has to be sold.
- Students go through and understand various software generated bibliography formats.

RECOMMENDED BOOKS:

- Business Research Methods : A south-Asian Perspective with courseMate, William G.Zikmund/Barry J.Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Edition:8th edition
- Research Methods: S.N.Murthy, U.Bhojanna, Excel Books, 3rd Edition
- Research Methodology in Management – V.P Michael and Fowler F.J 4/e, Sage publications, 2013.
- Business Research Methods – Donald, R.Cooper, Tata Mcgraw Hill, New Delhi, 1999.
- Research Methods- Dr M.M Munshi and Dr.Gayathri Reddy,Himalaya Publishing House, Mumbai, 2014.

REFERENCE BOOKS:

- Research Methodology, Gopal Lal Jain, Mangal Deep Publications, New Delhi, 2006.
- Statistical Methods, Gupta SP, Sultan Chand Publications, New Delhi, 1983.
- Modern Marketing Research, Mishra M.N, HPH, Mumbai, 2003
- Research Methodology – Jai Narain Sharma, Deep and Deep Publications Private Limited, New Delhi, 2007.
- Research Methodology – Kothari C R. Wiley Eastern Limited, New Delhi, 2012.

SUPPLEMENTARY READING MATERIAL:

- Research Process in Education, Fox David.J, New york, 2010.
- Research Methodology, Kumar, McGraw Hill Co., New York, 2004

WEBSITES:

www.emeraldgrouppublishing.com

www.nelsonresearchinc.wordpress.com

www.academia.edu

JOURNALS:

- Indian Journal of Management Science
- springer

MARKETING OF INFRASTRUCTURE SERVICES AND UTILITIES

Subject Code	: 16MBA IM25	IA Marks :20
No. of Lecture Hours / Week	: 03	Exam Hours : 03
Total Number of Lecture Hours	: 56	Exam Marks : 80
Practical Component	: 02 Hour / Week	

Course Objectives:

1. To provide students an insight to basic concepts of marketing management.
2. To help students understand various marketing tools/models for solving marketing problems in the changing business environment.
3. To make them aware about the planning and implementation of marketing strategies.

Course Outcomes:

At the end the course the students will be able to

- Gain an insight into the concepts of Marketing management
- Acquire knowledge on various marketing tools/models for solving marketing problems
- Develop and implement marketing strategies.

Unit 1: (9 Hours)

Introduction to Marketing management: Definitions of market and marketing, Marketing Environment, Core concept of marketing, functions of marketing 4 Ps of marketing, Elements of marketing concepts. (8Hours)

Unit 2:

Consumer behavior analysis: Meaning and characteristics, Importance, factors influencing consumer behavior, consumer purchase decision process, buying roles, buying motives, buyer behavior models.

Unit 3: (12 Hours)

Infrastructure involved in Market Segmentation: Targeting & Positioning: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies.

Targeting - Bases for identifying target Customer target Marketing strategies,

Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning.

Branding - Concept of Branding, Types, Brand Equity, Branding strategies.

(9 Hours)

Unit 4:

Managing the product hierarchy, Product line, Product mix strategies, Product life cycle and strategies, New product Development, packing as a marketing Tool, Role of Labeling in packing.

Unit 5:**(9 Hours)**

Concepts of services, Characteristics of services, features of goods and services, expanded marketing mix for service marketing, service Quality Dimensions, Customer Behavior in services, Customer Relationship management.

Unit:6**(9 Hours)**

Strategic vision-six market Model for services, Employees Role in ServiceMarketing, The Integrated Gaps Model of service Quality, Pricing of services, Service Marketing Communications and promotion.

Recommended Books:

1. Hoofman. Services Marketing, Thomson Learning
2. Kotler. P Marketing Management, Prentice-Hall of India Private Ltd., New Delhi,2001
3. Services Marketing-Valarie A Zeithmal& Mary Jo Bitner 5/e, TMH, 2011
Delhi,2003.
4. Ramaswamy V .S.&Namakumari.S. Marketing Management, Macmillan India Private Ltd., NewDelhi,2005
5. Services Marketing: The Indian Perspective-Ravi Shankar, Excel BOOKS, 2006

Reference Books:

1. Baron. S & Harris. K. Services Marketing: Test and Cases. Macmillan Ltd., 1995.
2. Woodruffe Helen. Services Marketing, Macmillan Ltd., 1997.
3. Zeithaml V. A.&Bitner. M. J. Services Marketing, Tata McGraw-Hill
4. Rust.R.T.,Zahonik. A. J.&Keningham. T. L. Service Marketing. Addison-Wesley, New York,1999

SUPPLEMENTARY READING MATERIAL:

1. Kotler, Marketing Management: Analysis, Planning, Implementation, and Control, Millenium Edition, Prentice Hall, 2000.
2. Bearden, Ingram &LaForge, Marketing: Principles and Perspectives, 2nd Edition, Irwin/MrGraw-Hill, 1998.
3. Principles of marketing By Adrian palmer

Websites:

[www. Scribe .com](http://www.Scribe.com)

www.inmarketingservices.com

www.upes.ac.in

JOURNALS:

- Problems and strategies in service marketing.

- The dynamics and evolution of the service marketing.
- A study on consumer behavior in marketing.

REGULATORY POLICIES AND LEGAL ISSUES IN INFRASTRUCTURE SECTOR

Subject Code	: 16MBA IM26	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

1. To understand the regulatory framework in infrastructure projects
2. To understand various legal issues and policies in infrastructure projects
3. To get insight on regulatory process in infrastructure projects
4. To gain knowledge on legal issues in land acquisition in India

Course Outcomes:

At the end of the course students will be able to

- Gain knowledge on regulatory framework in infrastructure projects.
- Equip various land acquisition policies in infrastructure projects in India.

Unit 1:

(10 Hours)

Independent Regulation: Framework for independent regulation in India (an overview), role of independent regulation in economic reforms. The regulatory framework experiences and key issues in establishing effective regulation.

Unit 2:

(10 Hours)

Tariff setting: Different models of PPP tariff setting in the public private participation sector, experiences and challenges. Tariff setting in power and telecommunication sector in India to date.

Unit 3:

(8 Hours)

Service Quality Issues: Measurement of service quality, level of service and performance issues, willingness and capacity to pay-load factors.

Unit 4:

(10Hours)

Regulatory Process: Regulatory processes and decision making, institutional framework and process.

Consumer Concerns: Regulatory process and consumer voice.

Unit 5:

(6 Hours)

Competition: Independent regulatory authorities and competition authorities, cartels, Competitors and partners in change.

Unit 6:**(8 Hours)****Capacity Building:** Capacity Building for Regulatory reforms administrative issues.

Legal Issues in acquiring land for infrastructure projects in India

Case studies on legal framework of major infrastructure projects involving private and public sectors**(4 hours)****Practical component:**

1. Students to visit BMRCL and interview the administrative staff to know legal hurdles faced by BMRCL
2. Students to visit National Law School and briefly study previous cases on legal issues in infrastructure projects.
3. Students to visit an organization and study the legal aspects followed in executing the business activities.
4. Students to visit an infrastructure based organization and study about the regulatory policies followed by them to meet the requirements of their customers.

RECOMENDED BOOKS

1. Piyush Joshi, Law Relating to Infrastructure Projects 2nd edition, October 2003, reprint 2012, Lexis Nexis India
2. S.K Sarkar, Veena Aggarwal, Sumit Malik, Ruchika Chawla (Editors) ,Regulatory Performance in India: Achievements, Constraints, and Future Action, TERI Press, The Energy and Resources institute, New Delhi
3. Therese Lintorn, Legal Project Management, LexisNexis Butterworths, 2014
4. Anjali Garg, Manisha Kabra, Rakesh Kacker, Regulatory Reforms in India: Effectiveness, Efficiency, and Impacts, TERI Press, The Energy and Resources Institute, New Delhi
5. Jürg Kuster, Eugen Huber, Robert Lippmann, Alphons Schmid, Emil Schneider, Urs Witschi, Roger Wüst, Project Management Handbook, Springer, New York

REFERENCE BOOKS

1. S K Sarkar & Kaushik Deb (Editors) -Regulation in infrastructure services progress and the way forward, Tata energy research institute, New Delhi.
2. Ashley C. Brown, Jon Stern, Bernard Tenenbaum and Defne Gencer, Handbook for Evaluating Infrastructure Regulatory Systems, The World Bank, Washington DC, 2006
3. Regulatory Policy and Governance *Supporting Economic Growth and Serving the Public Interest* OECD, 2011, **ISBN: 9789264116573**
4. Administrative Law and Regulatory Policy: Problems, Text, and Cases 6th Edition by Stephen G. Breyer (Author), Richard B. Stewart (Author), Cass R. Unstein (Author), Adrian Vermeule (Author), Aspen Publishers, New York
5. Private Sector investment in infrastructure projects, Project Finance, PPP projects and Risk, Second Edition, Jeffrey Delmon, Turpin Distribution Services, UK

6. State and Central government reports on housing health and education
7. Policies, Regulatory Regimes and Management Practices for Investment Promotion and sustainable development of the mineral resources sector in economies in transition and developing countries of east and south-east Asia, By United Nations. Economic and Social Commission for Asia and the Pacific

Supplementary Study material

1. India Infrastructure report: Policy Imperatives for growth and welfare. Expert group on the commercialization of infrastructure projects, Edited by Sandipan Deb, published on behalf of Ministry of Finance, GOI, Thomson Press, 1996
2. The International Bank for Reconstruction and Development / The World Bank 1818 H Street NW Washington DC Internet: www.worldbank.org
3. Infrastructure Regulation in Developing Countries An Exploration of Hybrid and Transitional Models, Anton Eberhard, PPIAF c/o the World Bank 1818 H. Street Washington, DC www.ppiaf.org
4. UNIDO.(1996). Guidelines for infrastructure development through Build-OperateTransfer (BOT) projects. Vienna: UNIDO
5. Contemporary Regulatory Policy, By Marc Allen Eisner, Jeffrey Worsham, Evan J. Ringquist, Lynne Rienner Publishers, Inc., USA

Journals:

A Journal of Applied Economics and Policy
Journal of Regulatory Economics
Journal of Infrastructure Development
Journal of Economic Literature
Vikalpa of IIM Ahamedabad

Websites

http://www.oecd-ilibrary.org/governance/regulatory-policy-and-governance_9789264116573-en
<http://www.oecd.org/governance/regulatory-policy/2012-recommendation.htm>
www.ppiaf.org
www.worldbank.org
www.financeprofessor.com

