

**Department of Business Administration
Aligarh Muslim university, Aligarh**

**Concepts of Management
MBA1C01
Credits: 04**

Course Objectives

- Imparting understanding on nature of managerial job in terms of principles, skills and roles.
- Familiarizing students with the basic elements of management process.
- Helping learners evolve an integrated perspective of the discipline of management and inter-linkages of this course with other core and functional area courses.

Unit I: Introduction Management

Meaning, scope and process of management, Managerial skills, Levels and roles, Evolution of management theory.

Unit II: Planning and Decision-Making

Meaning, Scope and importance of planning, Strategy making: formulation vs crafting model, Goal setting: vision, mission, objective, strategy, goals and targets, Management by objectives, Decision making; managerial decision making models.

Unit III: Organizing

Division of work and various basis of Organizational structure; Power, authority and responsibility, Delegation and decentralization, Coordination.

Unit IV: Actuating and Directing

Leadership and collaboration, leader vs manager; Brief discussion on theories of leadership, Motivating others; Content theories of motivation, Communication process; barriers to communication.

Unit V: Controlling

Meaning and process of control, Types of control; financial controls, dysfunctional controls, Emerging issues in management, International dimensions.

Suggested Readings

1. Stoner, James, A.F. and Freeman, R.E., Management, Prentice Hall of India.
2. Robbins, S.P.: Management, PHI, New Delhi.
3. Koontz, H. and Donnell C., Essentials of Management, McGraw Hill, New Delhi.
4. Drucker, Peter F: The Practice of Management. N. Deming, Management : Principles and Guidelines, Wiley India.
5. Griffin, Ricky, W.: Management, eighth edition, Wiley India

**Department of Business Administration
Aligarh Muslim university, Aligarh**

**Economics for Managers
MBA1C02
Credits: 4**

Course Description: This course is designed to teach the key microeconomics and macroeconomics principles required for business decision making.

Course Objectives

- To create an understanding of the relevant concepts and analytical tools of economic theory.
- To develop economic way of thinking.
- To enable the learners apply the economic concepts and tools in managerial decision –making.

Unit I: Introduction to Economics and Demand Analysis

Fundamentals of Economics, Economics and managers, Theory of the Firm; demand and supply analysis; elasticity of demand, demand forecasting.

Unit II: Production Process and Cost Analysis

Properties of Production function, Law of diminishing returns; Isoquants and returns to scale; Cost concepts and cost curves (short and long run); economies of scale and scope.

Unit III: Market structure

Price and output under perfect competition, monopoly; monopolistic competition and oligopoly; Price discrimination

Unit IV: Macroeconomics I

Circular Flow of economic activities; National Income: concepts and measurement, Instruments of Fiscal Policy; Tools of Monetary policy

Unit V: Macroeconomics II

Economic growth and development, Business Cycles; The balance of payments and exchange rates determination, Inflation.

Suggested Readings

1. Farnham, Paul (2014). Economics for Managers, 3rd Ed., Pearson
2. McGuigan, James et. A. (2012). Economics for Managers, 12th Ed., Cengage.
3. Hirshey, Mark (2007). Economics for Managers, Thomson Learning.
4. Samuelson, P. (2010). Economics, 19th Ed., Tata-McGraw Hill.
5. Mankiw, G. (2016). Principles of Economics, 6th Ed., Cengage
6. Moss, D. (2015) A Concise Guide to Macroeconomics: What Managers, Executives and Students Need to Know , 2nd Ed., Harvard Business school Press
7. Evans, Anthony, (2014). Markets for Managers: A Managerial Economics Primer. Wiley

**Department of Business Administration
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**Human Resource Management
MBA 1C04
Credit: 4**

Course Objectives

- To familiarize the students with Human Resource Management. Concepts and functions.
- To help the students in identifying problems in the management of Human Resources.
- To acquaint the students with different strategies and legislations used in management of HR related issues in the organization.

Unit I: Introduction to Human Resource Management

Evolution of HRM, Relevance of HRM, Challenges faced by HRM, Human Resource Functions, Systems Model of HRM Functions, The Indian Scenario of HRM.

Unit II: Manpower Management

Human Resource Planning, Steps in HRP, Succession planning, recruitment and selection, training and career development, training administration, training needs analysis, job analysis - job description and job specifications.

Unit III: Compensation, Benefits and Performance Management

Principles of wage determination; salary structure, grades, range, overtime payments; job evaluation, purpose, methods and procedure; wage policies and regulations in India, performance management.

Unit IV Industrial Relations

Industrial relations machinery; preventive and settlement machinery; discipline in industry; grievance and the procedure for the Redressal of grievance; Roles, rights and responsibilities of trade union; collective bargaining; worker's participation in management.

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**Management Accounting
MBA 1C05**

Course Objectives

- To familiarize students with basics of financial, cost and management accounting
- To equip them techniques of business decisions based on accounting information
- To use financial data in decision making

Unit I: Introduction

Justification of course, meaning, definition, history of accounting, forms of accounting and users of accounting information; accounting standardisation and role of statutory bodies in India and abroad; framework of accounting postulates; principles, conventions, concepts, procedures, methods etc; accounting equations and types of accounts, rule of recording business transactions.

Unit II: Preparation Basic Accounting Records

Preparation of basic accounts - journal to trial balance, errors and rectification, income statement, position statements (P&L A/C and Balance Sheet) and adjustment entries, opening and closing entries; presentation of financial statements in other useful forms, i.e. common sized statement; comparative statement and trend percentages; legal requirements relating to accounting, reading of annual report(s) of companies, select case(s)

Unit III: Financial Statement Analysis

Ratio analysis, its meaning and uses; study of liquidity ratios and leverage ratios; study of profitability ratios and activity ratios; qualitative ratios, limitation of ratios, meaning, uses and preparation of functions flow statements; meaning, uses and preparation of cash flow statements.

Unit IV: Basics of Costing

Costing as an aid to management; presentation of various costs in proper format; marginal costing and absorption costing; cost volume profit analysis, its assumption and calculation; managerial uses of break even analysis; activity based costing

Unit V: Standard Costing and Variance Analysis

Meaning and uses of standard costing; procedure of setting standards; variance analysis, one way and two way analysis of variance; overall cost variance; material variance; labour variance and overhead variance; material price variance; material usage variance; material yield variance; material mix variance; labour cost and time variance; labour mix and yield variance; overhead volume and expenditure variance; responsibility accounting and report writing.

Suggested Readings

1. Dearden J and Bhattacharya SK, Accounting for Management– Text and Cases, 2005, Vikas Publishing House Private Ltd, New Delhi.
2. I.M. Pandey, Management Accounting, 2007, Vikas Publishing House Private Limited, New Delhi.
3. Horngreen T Charles, Sundem L Gart and Elliot John, Introduction to Financial Accounting, 9th Ed 2013, Pearson, Delhi
4. Khan and Jain, Management Accounting, 3rd Ed, 2013, Tata McGraw Hills Ltd, New Delhi

**Department of Business Administration
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**Management Information System
MBA IC07
Credits: 4**

Course Description:

The course is designed to familiarize the students with the need to study information system and its relevance as a subject of study. Further, to make the students familiar of the structure and kinds of information system existing and in operation in organization at different levels. The course also intends to make the students aware of the knowledge of new technologies and its relevance in business.

Course Objectives:

- To familiarize the students of the importance of information system
- To study the structure and kinds of information system existing in organization
- To study the systems that help to link the enterprise
- To study the systems for building information system in an organisation
- To study the recent and emerging issues in information system and the benefits and challenges that an organisation faces

Course Contents:

Unit-1: Introduction to Information Systems

Information System & Its Components, Why Study Information System, Dimensions of Information System, Information System-A Socio-Technical System, Information System-A Competitive Weapon, Role of a Chief Information Officer, Data & Information Cycle

Unit-2: Levels of IS & Systems for Linking Enterprise

Different Levels of IS-TPS, MIS, ESS, Decision Support System (DSS), Expert System, Systems for Linking Enterprise-Enterprise Resource Planning Systems, Supply Chain Management System, Customer Relationship Management Systems, Knowledge Management Systems

Unit-3: DataBase Management System

Traditional Filing System-Limitations; Database, Its Capabilities & Components; Relational & Object Oriented Database & Database in the Cloud; Data Warehouse, Datamart, & Data Mining; Text Mining & Web Mining

Unit-4: Building Information System & Emerging Issues

Prototype Approach and Life Cycle Approach, Virtual Organisation-Structure and form, benefits and challenges; Information System Outsourcing-benefits and challenges and kinds, Information System implementation and Management of Change, Information System Security.

Unit-5: Emerging Issues (cont)

Concept of Cloud Computing-Characteristics, Deployment methodologies; Concept of Crowd Sourcing-Application; Big Data-Opportunities & Trends, Analytics and Technology; Social Networks & Social Media-Application in business.

References:

Management Information System by Laudon & Laudon (Pub: Mc Graw)
Management Information System by by McLeod & G P Schell (Pub: Pearson)
Management Information System by by Ramesh Behl, James A O'Brien & George M Marakas (Pub: Mc Graw Hill)

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Spreadsheet Modeling
MBA 1C08
Credits: 2

Course Description: Spreadsheet is a powerful tool for business analysis. This course aims to develop student's ability to formulate, analyse, and solve business problems using spreadsheet modeling.

Course Objectives: After Completing this course students are expected to:

- Identify situations in which a spreadsheet model may improve managerial decision-making
- Demonstrate proficiency in the data analysis to aid in data-centric decision making
- Become effective modellers who can build models to solve business problems in various functional areas of business

Course Content

Unit-1: Introduction to Modelling and Spreadsheet Functions

Modeling: Definition, terminology, types, and process, Introduction to Excel functionality, Basic Functions: (IF, VLOOKUP, INDEX, MATCH, COUNTIF, Text Functions). Advanced Functions (OFFSET, INDIRECT, ARRAY formulae)

Unit-2: Data Crunching

Data tables, What-if-analysis, Database functions, Pivot Tables and Charts, Solver, correlation and multiple regression

Unit-3: Applications of Spreadsheets in Business

Linear programming, sensitivity analysis, simulations, and optimization with applications in marketing, operations, and finance

Text and References:

1. Ragsdale, C. (2017). Spreadsheet Modeling and Decision Analysis: A Practical Introduction to Business Analytics. 8th ed. Cengage Learning
2. Gottlieb, I. (2013). Next Generation Excel: Modeling in Excel for Analysts and MBAs. 2nd ed. John Wiley & Sons.
3. Winston, W. L. (2014). Marketing analytics: data-driven techniques with Microsoft Excel. John Wiley & Sons.
4. Winston, W. (2016). Microsoft Excel data analysis and business modeling. 5th ed. Microsoft Press.

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**Research Methods in Management
MBA1C09
Credit: 4**

Course Description

In today's fast changing business world, obtaining high-quality information about the current business environment may determine the success or failure of a business. Business researchers use a variety of methods to collect information about consumers, employees, businesses and the marketplace in general. This information is used to help businesses make effective decisions.

Course Objectives

Broadly the objective of this course is to provide students an insight into various into different sources of business research data, examine processes for collecting and analyzing business research data, and shows how to prepare and present marketing research reports. A basic knowledge of statistics is a pre-requisite for studying this course. The learning outcomes of the course are expected to be:

- 1) The students should be able to appreciate the contribution of business research to any type of organization.
- 2) The students should be able to delineate the benefits and limitations of the tools and techniques employed in business research.
- 3) The students should be able to evaluate the changing nature of business research and assess the contribution of these changes to actionable business research.

Course Content

Unit 1: Business Research

Introduction to Basic Concepts; Stages in the Research Process; Problem Definition, Research Objectives, Types of Research; Significance of Business Research in Managerial Decision Making; Business Research in Practice.

Unit 2: Research Designs & Data Collection Techniques

Classification of Research Designs; Exploratory, Descriptive and Conclusive Research Designs; Causal Research; Secondary Data- Nature, Sources and Advantages; Primary Data- Nature, Types, Means & Issues in Obtaining Primary Data

Unit 3: Measurement, Scales and Questionnaire Design

Concept of Measurement, Problems in Measurement-Validity, Reliability; Scales of Measurement–Their Types & Properties; Measurement of Attitudes & Scaling Procedures; Questionnaire Design and Testing

Unit 4: Sampling, Hypothesis Testing, Data Preparation & Analysis

Sampling Theory, Designs and Issues; Practical considerations in sampling and sample size, Central Limit Theorem; Hypothesis Testing-Concept & Procedures; Data Preparation Process & Data Analysis

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Unit 5: Statistical Analysis, Reporting Research Findings & Ethical Issues

Introduction to SPSS; Statistical applications: T-test, ANOVA, Correlation & Factor Analysis; Interpretation of Results; Reporting Research Findings—Differences between academic and business audience; Ethical issues related to publishing, Plagiarism and Self-Plagiarism

Suggested Readings

1. Business Research Methods, Donald R. Cooper and Pamela S. Schindler, McGraw-Hill Education
2. Research Methods for Business: A Skill-Building Approach, Uma Sekaran and Roger Bougie, John Wiley & Sons, Inc.
3. Business Research Methods: A South-Asian Perspective, William G Zikmund, Barry J Babib, Jon C Carr, Atanu Adhikari and Mitch Griffin, Cengage India
4. Marketing Research: An Applied Orientation, Naresh K. Malhotra and Satyabushan Dash, Pearson Education, India.
5. Marketing Research: Text and Cases, Harper W. Boyd, Ralph Westfall, Stanley F. Stasch, Richard D. Irwin, Homewood, Illinois: USA.
6. Marketing Research: Measurement and Methods, D.S. Tull, D.I. Hawkins, Macmillan, New York.

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**Business Communication
MBA 1C10
Credit: 4**

Course Description

This course aims to develop the proficiency needed to succeed in today's technologically enhanced workplace by focusing on the development of professional oral and written communication skills.

Course Objectives

- To enable the students to understand the nuances of interpersonal and organizational communication
- To assist them in gaining clarity about themselves and their career goals
- To assist them in learning key elements of verbal and non-verbal communication important for professional life
- To instill confidence and appraise them of various forms of organizational communication they are likely to encounter in their work life

Unit I: Communication Process

Communication Process, types of communication, Interpersonal and organizational communication, Communication Barriers

Unit II: Gaining Self Awareness

Gaining Self Awareness: Johari's Windows, Developing Career plan, Symbolic Communication, Ethics in communication.

Unit III: Communication Skills

Listening skills, Elements of public Speaking, Non-verbal communication and Body Language, Crisis Communication

Unit IV: Employment Related Communication

How to write a Job Application letter, Resume writing, Types of Job Interviews, How to prepare for Interview, Social Profiling & Etiquettes.

Unit V: Managerial Communication

Group discussions, Meetings: Agenda, Conduct & Minutes, Effective Business Presentation, Effective Report writing, Business letters, Memo, Notice & Email, Electronic communication

Suggested Readings

1. Lesikar, R.V. & J.D. Petit, Jr. Basic Business Communication: Theory and application, Homewood III, Eight edition, Richard D. Irwin.
2. Meenakshi, Prakash, Business Communication, 2007, Oxford Publication House
3. Monippally, M. Business Communication strategies, 2001, Tata McGraw Hill
4. Lewis, Hedwig, Body Language: A Guide for professional, second edition Response Books.

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**Organisational Behavior
MBA 1C11
Credit: 4**

Course Description

This course deals with the behavior of individuals and groups as part of the social system in the workplace. They examine individual and group behavior, power and politics, conflict and various leadership styles, motivational techniques and coordination in the work environment and apply these concepts to the development of an organization's human resources.

Course Objectives

- To provide the students a conceptual framework of understanding, analyzing, and predicting behavior
- To help them to understand OB in a global scenario
- To familiarize about the challenges and opportunity for OB
- To help the students to gain an understanding of dynamics of complex work situations.

Unit I: Foundations of Organizational Behavior

Concept of organization; Meaning and systematic study of OB; Developing an OB model; OB in a global perspective; Challenges and opportunities for OB

Unit II: Individual Dimensions in Organizational Behavior

Nature of human behavior; Personality; meaning; theories and determinants; Perception and individual decision making; Values, attitudes and job satisfaction

Unit III: Foundations of Learning and Motivation

Learning process; Theories of learning; Content theories of motivation(brief discussion) ; Process theories of motivation; An integrative model of motivation; Motivational techniques for Indian managers

Unit IV: Group and Interpersonal Dimensions

Formation, classification, group dynamics, and group decision making; Power and poliics; Transactional analysis; Conflict management

Unit V: Organizational Dimensions

Leadership, Organizational culture; Work stress; Organizational change; Organizational development

Suggested Readings

1. Robins, S.P., Judge, T.A. and Vohra N.: Organizational Behavior, 14th ed., Pearson-Education: New Delhi.
2. Pareek U.: understanding Organizational Behaviour, 2nd ed., Oxford University Press: New Delhi.
3. Sakaran, U., Organizational Behavior, TMH, N. Delhi.
4. Luthans F. (2010). Organizational Behavior, 12th ed., McGraw:New Delhi.

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**Business Law and Ethics
MBAIC12
Credit: 4**

Course Description

The course is designed with the aim to make the students understand the intricacies in the formation of a contract, the various laws related to business organizations under Indian context, and the need to understand the ethical dimensions and social responsiveness of business organizations.

Course Objectives

- To guide the students towards learning the essentials of contract formation.
- To study the performance, discharge, and remedies for the breach of contract.
- To study the issues related to management of companies, competition, and intellectual property issues.
- To understand the need for formulating ethical policies that may protect the interest of stakeholders of a firm and ensuring proper implementation of such policies.

Course Contents

Unit I: Law of Contract I: Introduction to Law

Meaning and Essentials of a Contract, Offer and Acceptance, Consideration, Capacity to Contract, Void Agreements, Contingent Contracts.

Unit II: Law of Contract II

Performance of a Contract, Discharge of a Contract, Remedies for Breach of Contract, Contract of Indemnity & Guarantee, Sale of Goods Act, Other Special Contracts.

Unit III: Other Laws

Consumer Protection Act, Competition Act, Elements of Company Law, Intellectual Property Rights

Unit IV: Business Ethics

Business Ethics - An Overview: Ethics and Values in Business, Professional and Applied Ethics

Unit V: Ethical Dimensions of Business

Corporate Governance and Business Culture, Corporate Social Responsiveness, and Emerging Issues.

Text and References

1. Boatright, J. R.: Ethics and the Conduct of Business, Pearson Education
2. Fernando, A C: Corporate Governance – Principles, Policies and Practices, Pearson Education
3. Gulshan, S K: Mercantile Law, Excel Books
4. Kuchhal, M C: Business Law, Vikas Publishing
5. Velasquez, M G: Business Ethics – Concept and Cases, Pearson Education

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Financial Management
MBA 1C13
Credit: 4

Course Objectives

- To familiarize students with basic concepts used in FM
- To provide basic understanding of working capital management
- To introduce project appraisal mechanism and basics of dividend decisions

Unit I: Introduction

Introduction, Meaning, scope and development of financial management; finance function; Indian financial System, Risk and Return, Valuation of securities, legal, regulatory and tax framework related to financial management; Time value of money and its relevance.

Unit II: Working Capital Management

Working Capital Management, overall considerations in WCM; determinants and determination of W.C. requirements; management of cash; management of receivables; management of inventories.

Unit III: Investment Decisions

Management Long-term Capital, Tax considerations in investment appraisal; relevant inflows and outflows, methods of project appraisal; payback period method; average rate of return method; accounting rate of return method; net present value method; internal rate of return method; capital rationing.

Unit IV: Financing Decisions

Cost of Capital and Capital Structure, Cost of debt and preferred stock; cost of equity, retained earning and overall cost of capital; operating and financial leverage, optimum capital structure; theories of capital structure; M.M hypothesis on capital structure.

Unit V: Dividend Decisions

Issues in Financial Management, Overview of dividend policy; dividend policy and share valuation; practical considerations and legal requirements on dividend; lease financing in India, contemporary issues in financial management.

Suggested Readings

1. Chandra Prasanna, Financial Management: Theory and Practice, 2005, Tata McGraw I, New Delhi.
2. Khan YM and Jain PK, Financial Management – Text and Cases, 2010, 10th Ed, Tata McGraw Hill Publishing Company Ltd, New Delhi.
3. I M Pandey, Financial Management, 10th Ed 2010, Vikas Publishing House, Delhi

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**International Business
MBA1C14
Credit: 4**

Course Description

The course is designed with the aim to make the students understand the differences among nations with to cultural, political, economic, and legal differences among nations, and how multinational companies need to adjust their strategies with respect to such differences

Course Objectives

- To guide the students towards learning the dimensions and critical issues involved in international business
- To study the control systems in multinational corporations.
- To study the issues related to management of human resources by MNCs.
- To understand the need for coordination of production, marketing and financial activities by MNCs.

Course Contents

Unit I: Dimensions of International Business

The field of international business; International Orientations, Internationalisation stages, means of engaging in international business; external influences on international business; counter trade; international business theories.

Unit II: Strategy and Structure of International Business

Strategy & firm, cost considerations & local responsiveness; Organisational design and structure; Centralisation/Decentralisation of decisions; Subsidiary Headquarter relationship; Methods of entry.

Unit III: Management of Human Resources

Management of qualifications and characteristics; International development of managers; Labour market differences & labour compensation; Comparative labour relations.

Unit IV: International Operations and Marketing

Choice of industry and plant location; choice of technology; Procurement and sourcing strategies; Coordinating a global manufacturing system; Special Economic Zones; Product decisions; Pricing strategies; Promotion strategies and market development; Distribution system.

Unit V: The Multinational Finance Function

The finance and treasury functions; Global debt markets; Equity securities & Euroequity market; Internal sources of funds and Multilateral Netting; Foreign Exchange Risk Management; Transfer Pricing.

Text and References

1. Daniels John D., Radebaugh, L.H., & Sullivan, Daniel P.: International Business, Pearson Education, 2004.
2. Hill, Charles W. L.: International Business, Tata McGraw-Hill, 2003.
3. Cherunilam, Francis: International Business, Prentice-Hall of India, 2007.
4. Sharan, Vyuptakesh: International Business, Pearson Education, 2006.
5. Aswathappa, K.: International Business, Tata McGraw-Hill, 2006

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**Operations Management
MBA 1C15
Credit: 4**

Course Objectives

- Understand the framework of operations systems and management.
- Develop the ability to design operations systems.
- Learn to solve decision problems related to operations issues like capacity, plant location and layout, inventory, productivity, quality, and strategy.

Unit I: Operations Strategy and Planning

Fundamentals; Manufacturing and service organizations; Operations management (OM) functions; OM interaction with other functional areas of management; OM decisions; Contributions of OM; Global perspective of OM; Careers in OM; Operations strategy; Demand forecasting;

Unit II: Project Management & Process Design

Project management fundamentals, New product development; Techniques in new product development; Process design decisions- structure, customer involvement, vertical integration, resource flexibility, capital intensity; Selection of process design; Technology development process.

Unit III: Supply Chain Management, Facility Capacity, Location, and Layout

Introduction to SCM, Capacity Planning; Capacity decisions for service Operations; Location decisions; Location analysis; Product and process layouts.

Unit IV: Inventory Management

Fundamentals of inventory; Inventory costs; Basic EOQ models; Aggregate planning; Materials Requirements Planning; Just-in-Time Manufacturing; Enterprise Resource Planning.

Unit V: Quality and Productivity Management

Quality defined; Dimensions of quality; Quality costs; Statistical quality control (SQC) techniques; Work measurement and Productivity; Business Process Reengineering.

Suggested Readings

1. Gaither N. and Frazier, G., Operations Management, ed. ix, 2002, Thomson.
2. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains, ed.vii, First impression, 2006, Pearson Education.
3. Krajewski, L.J., Ritzman, L.P. and Malhotra, M. K., Operations Management: Processes and Value Chains, ed.viii, First impression, 2007, Pearson Education.
4. Schroeder, R.G., Operations Management- Contemporary Concepts and Cases, 2002, McGraw-Hill.

Useful websites and software: www.mhhe.com; www.poms.org; www.business.com; www.ibforecast.com; SIMMS; STORM, CD-ROM (with the book).

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**Entrepreneurial Skill Development
MBA1C16
Credit: 2**

Course Description

This course introduces the concept of an entrepreneurial mindset and encourages the development of this mindset and its associated enterprising skills. This course also takes the approach that anyone (not just those who want to start businesses or enterprises) can benefit from understanding and applying an entrepreneurial mindset to any situation that demands change in their life. This course puts emphasis on identifying and assessing opportunities, solving problems creatively, forming teams and finally taking action to take the ideas forward.

Course Objectives

While studying this course the students:

- Learn the key characteristics of the entrepreneurial mindset and associated enterprising skills.
- Appreciate the relevance of this mindset and skills when seeking solutions to complex problems and dealing with uncertainty in a variety of contexts.
- Learn to identify and assess opportunities, solve problems creatively, form teams and action plans.

Course Contents

Unit-I: Entrepreneurial Mindset

The Entrepreneurial Perspective; Entrepreneurial Traits; Myths & Mindset; Influence; React Vs Respond; Locus of Control; Vision; Perception of wealth

Unit-II: Opportunity Recognition

Search of opportunity; Sources of Innovation in Business; Problems as opportunities; Opportunistic Adaptation; Inventor as an entrepreneur; Pursuit of knowledge; Creativity

Unit-III: Ideas into Actions

Overcoming fear; Creative teams; Proof of concept; Idea evaluation; Bootstrapping; Notion of Risk; Networking; Persistence

Text and References

Taubert, C. & Schoeniger, G. (2010) Who owns the ice house? Eight lessons from an unlikely entrepreneur. Cleveland: ELI Press.

Ries, E. (2011) The Lean Startup: How Constant Innovation Creates Radically Successful Businesses. UK: Penguin.

Chesbrough, H. (2005). Open innovation. Boston: Harvard Business School Press.

Hisrich, R., & Peters, M., & Shepherd, D. A. (2005). Entrepreneurship. New Delhi: Tata McGraw Hill.

Ruttenberg, A., Maital, S. (2014) Cracking the Creativity Code: Zoom In/Zoom Out/Zoom in Framework for Creativity, Fun, and Success. Sage.

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**Critical Thinking
MBA1C17
Credits: 02**

Course Description

Critical thinking is the cornerstone of higher education and the hallmark of an educated person. This course is a comprehensive introduction to the cognitive process and helps students develop the higher-order thinking abilities needed for academic study and careersuccess. It integrates various perspectives on the thinking process drawn from a variety of disciplines such as philosophy, cognitive psychology, linguistics etc. It equips students with the concepts and techniques used in the identification, analysis and assessment of arguments provides the tools to become a successful critical thinker.

Course Objectives

This course aims at

- Fostering fundamental thinking, reasoning, and language abilities that students need for academic success.
- Stimulates and guides students to think clearly about complex and controversial issues by learning to deal with arguments.

Course Contents:

Unit-I: Introduction to Critical Thinking

Thinking Critically: concept, benefits, standards and barriers; Perceiving and Believing; Framework of Critical Thinking; Tools for thinking with clarity

Unit-II: Arguments & Conclusion

Introducing Arguments- Premise, Facts, Beliefs, Assumptions; Deductive and Inductive Logic; Evaluating Arguments; Concluding

Unit-III: Fallacies and Problems in Critical Thinking

Introducing Fallacies and its types- Types of Formal/ Logical Fallacies,Types of Informal/ Substantive Fallacies,Fallacies based on Faulty Argument Techniques; Problems of Egocentric and Sociocentric Thinking; Stages of Critical Thinking-an assessment

Suggested Readings:

- Michael Kallet (2014), Think Smarter, Wiley .
- Richard Paul & Linda Elder (2006), Critical Thinking- Learn the tools the best thinkers use, Pearson.
- John Chaffee (2012), Thinking Critically, 10th Edition, Wadsworth, Cengage Learning
- Walter Sinnott Armstrong and Robert Fogelin (2015), Understanding Arguments: An Introduction to Informal Logic. 9th Ed. Wadsworth Cengage Learning.

**Department of Business Administration
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BUSINESS ENVIRONMENT

MBA2C01

Credit: 4

Course Description

This course deals with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations.

Course Objectives

The present course aims at

- familiarizing the participants with various aspects of environment that have major repercussions on businesses in India.
- Sharpening the minds of the students to watch and update the changes that occur constantly in this sphere.

Course Contents:

Unit-I: Introduction to Business Environment

Nature, Characteristics & Objectives of Business; Nature & Elements/Components of Business Environment: Technological Environment; Demographic; Natural Environment; Socio-cultural Environment; Political-legal Environment; Economic Environment

Unit-II: Globalization & Characteristics of Indian Economy

Globalization & International Environment of Business; Features of Indian Economy; Contemporary Economic Reforms; Financial System in India

Unit-III: Business and Government

Economic Role of the Government; Economic Planning-NITI Aayog; Monetary Policy & its Implications for Business; Fiscal Policy & Budget

Unit-IV: Business and Government

Industrial Policy in India; Government's Policy towards Small Scale Sector; Foreign Direct Investment; Competition Policy & Information Economy; Trade Policy

Unit-V: Emerging Issues

Corporate Social Responsibility and Business Ethics; Issues in Corporate Governance; Environmental and Sustainability issues in Development; India and WTO; Any other Contemporary Issues

Suggested Readings:

- Francis Cherunilam :*Business Environment*, Himalaya Publishing House, 2014
- K. Ashwathapa :*Essentials of Business Environment: Text, Cases & Exercises*; Himalaya Publishing House, 2014
- Fernando, A.C. *Business Environment*, Pearson Education, New Delhi, 2011
- Shaikh, S. *Business Environment*, Pearson Education, New Delhi, 2010
- Misra , S.K and V.K. Puri, *Indian Economy*, 23rd edition, Himalaya Publishing House, 2005
- Justin, Paul, *Business Environment: Text and cases*, Tata McGraw Hill, New Delhi,2006

Strategic Management

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Strategic Management
MBA2C02
Credit: 4**

Course Description

This course focuses on important issues in strategic management. It concentrates on modern analytical approaches and on enduring successful strategic practices. The course is intended to provide the students with a pragmatic approach that will guide the formulation and implementation of corporate, business, and functional strategies.

Course Objectives

- To help the students to integrate knowledge gained in functional areas of management
- To help the students to learn about the process of strategic management
- To help the students to learn about strategy formulation and implementation
- To create awareness regarding corporate governance, corporate social responsibility and sustainability

Course Contents

Unit I: Introduction to Strategic Management

Evolution and nature of strategic management; Understanding strategy, Levels at which strategy operates, Strategic decision making, Schools of thought on strategy formation (Porter and Prahalad); Process of strategic management(Prescriptive and Emergent)

Unit II: Strategic Intent and SWOT Analysis

Hierarchy of strategic intent: strategic intent, vision, mission, business definition, goals, objectives and CSFs; Environmental appraisal; Organizational appraisal

Unit III: Developing the Strategy

Developing corporate - level strategy options; Developing business - level strategy options; Corporate - level strategic analysis; Business - level strategic analysis; Strategic plan

Unit IV: Implementing the Strategic Plan

Project and procedural implementation, resource allocation; Structural implementation; Behavioral implementation; Functional Implementation; Strategic Evaluation and Control

Unit V: Different Strategy Contexts

Strategists and their role in strategic management; Corporate governance; Corporate social responsibility; Strategy and sustainability; Strategies for family and not-for profit businesses

Text and References

1. J.D. Hunger & T.L. Wheelen: Strategic Management, 12thed., Addison-Wesley, Reading, Mass.
2. A. Kazmi & A. Kazmi: Strategic Management, 4th ed., McGraw Hill, New Delhi.
3. R.Lynch: Corporate Strategy, 4thed., Pearson, N.Delhi.
4. R.Lynch: Strategic Management, 7th ed., Pearson, N.Delhi

Useful websites

www.pearsoned.co.uk/lynch

www.college.hmco.com

www.westga.eduM

**Department of Business Administration
Aligarh Muslim University, Aligarh**

Sustainability in Business

(MBA2C03)

Credit: 2

Course Description

Sustainability is, at its core, the balance of environmental, social, and economic goals in a way that does a better job of taking account of future needs and risks than current social systems do. It is increasingly clear that business and environmental professionals need to understand these issues and that the investment community will be increasingly looking to identify companies that demonstrate the ability to understand, anticipate and potentially manage themselves profitably in this quickly evolving landscape.

Course Objectives

- To help the students to gain an insight into the aspects of sustainability
- To understand the different mindset that business has with respect to other parts of civil society
- To develop an appreciation for the relationship between business and the environment

Course Contents

Unit 1: Sustainability: A Competitive Strategic Advantage

Concept of sustainability; Definitions; sustainability frameworks; Types of sustainability; Sustainability as a business model

Unit 2: Sustainability and Business Organizations

Issues of sustainability in Manufacturing organization, Sustainable financing, Shaping consumer and societal perception; Environmental Sensibility; Level of Compliance in various industries

Unit 3: Strategic Options

Strategic approaches; Modes of Response; Environmental Interest Groups; Differences across industries and around the world; Green taxes and carbon pricing

Text and References

- Mike Rosenberg (2015). Strategy and Sustainability: A Strategic Logic for Engagement with the Environment, Palgrave Communications.
- Mike Rosenberg (2015). A Hard-Nosed and Clear-Eyed Approach to Environmental Sustainability for Business, The Palgrave Macmillan IESE Business Collection, Springer ISBN: 978-1-349-57334-9 (Print) 978-1-137-50175-2 (Online)
- Sustainability—The Only Strategy: Harvard Business Review, Interview of Adam Werbach, global CEO of Saatchi & Saatchi S and author of Strategy for Sustainability: A Business Manifesto.
 - This course is supplemented with insights from case studies, scholarly articles, and recent corporate practices.

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**EMPLOYEE RELATIONS
MBA 4H01
Credit: 4**

Course Description

This course deals with the basic concept of industrial and employee relations. It highlights the significance of employee relations management for business organizations. It focuses on the issues of employee relations in relation to the changing social, economic and political trends in the society.

Course Objectives

The objective of this course is to acquaint the students with:

- the concepts, theories and trends in employee relations management
- the problems and concerns *vis-a-vis* employee relations that confront modern-day business organizations
- preventive and settlement remedies to maintain smooth employee relations

Course Content

Unit 1: Introduction to Industrial Relations

Scope and objectives of industrial relations, Dunlop's model of industrial relations; issues and problems of industrial relations; Changing paradigm: industrial relations to employee relations; preventive machinery of IR: grievances procedure, code of discipline and standing orders; settlement machinery of IR: mediation, conciliation, arbitration and adjudication.

Unit 2: Trade Unions and Collective Bargaining

Trade Unions: Concept, origin and growth; types and functions. Trade unionism in India; evolution and growth; trade unions in the 21st century. Trade union legislation-amendments and provisions. Collective Bargaining: concept, significance, pre-requisites and features; tactics and strategies; process and collective bargaining models. Collective bargaining in India: its effectiveness and impact.

Unit 3: Participation and Engagement

Employee participation: concept, forms, levels and models of participation; Employee participation in India; voluntary and statutory schemes of participation - works committees, joint management councils and work-director; financial participation- profit sharing, gain sharing, bonus and ESOPs. Working and effectiveness of participative schemes in India. Employee engagement and empowerment: concept, relevance and trends

Unit 4: Employee Relations: India and Global Scenario

Specific Legal Provisions in India: Industrial Disputes Act, 1947; strikes and lockouts; lay-offs; retrenchment and closure; Essential Services Maintenance Act, 1982; provisions relating to health, safety, working conditions and welfare under Factories Act, 1948. Global Scenario: Employee relations scenario and trends around the world-key ideas.

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Unit 5: Emerging Challenges of Employee Relations

Employee relations in the service economy; emerging issues and challenges of employee relations in the knowledge era. Employee relations vis-a-vis specific groups: child labour, female workers, contract workers, persons with disabilities.

Suggested Readings

1. John Gennard, Graham Judge, Tony Bennett, Richard Saundry (2016). Managing Employment Relations. Kogan Page
2. Mamoria, C. B., Mamoria S., Gankar, S.V. (2008). Dynamics of Industrial Relations. Himalaya Publishing House, Mumbai.
3. Sinha, P.R.N., Sinha, I. B. & Shekhar P. (2004). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education India

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Organizational Development and Change
MBA 2H02
Credit: 4**

Course Description

This course deals with the issues, basic theories and methods associated with organizational development and change in contemporary organizations. In this course, students will be exposed to the need for change & why organizations fail to change. This course discusses the interventions such as personal, interpersonal, team, structural, and strategic to develop the organizations.

Course objectives

- To familiarize students with theory and practice of OD and change
- To help them to learn OD as a viable strategy for changing and improving organizational effectiveness
- To make them aware of various interventions and applied behavioral science tools and techniques
- To help them to understand OD in global perspective

Unit I: Introduction to OD

Definition and contours of OD; Concept of organizational iceberg; Brief history of OD; Client-consultant issues; Values, assumptions and beliefs in OD

Unit II: Planned Change and OD

Dimensions of change; The nature of planned change; Managing change; Diagnosing organizations

Unit III: OD Interventions: Implementing change

Personal, interpersonal and group process interventions; Intergroup interventions; Team interventions

Unit IV: OD Interventions: Implementing change

Techno-structural interventions; Comprehensive interventions; Strategic interventions

Unit V: Other Dimensions in OD

OD in different types of organizations; International OD; Future directions in OD.

Suggested Readings

- French, W.L. and Bell, Jr. C.H.: Organizational Development, 6thed., PHI, N. Delhi
- Cummings T.G. and C.G. Worley; Organization Development and Change, 6thed., St. Paul: West
- D.R. Brown and D. Harvey: An Experiential Approach to Organization Development, 7thed., Pearson-Education, N. Delhi
- Ramnarayan S., T. V. Rao and K. Singh: Organization Development, Response Books, N. Delhi
- Kotter J., Leading Change, HBS press, Boston

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Labour Legislation And Social Security
(MBA- 2H03)
Credits: 4**

Course Description

This course deals with developing an understanding and awareness of the labour laws and social security provisions in India and their administration. It focuses on the role of the legal framework plays with respect to labour issues.

Course Objectives

The objective of this course is to acquaint students of HR with:

- significance and role of labour legislation
- labour laws and social security provisions in India
- implementation and administration of labour laws

Course Content

Unit 1: Introduction

Objectives, scope and emergence of labour laws and their socio-economic antecedents; significance and role of labour laws; legal machinery and protection of labour rights

Unit 2: Industrial Relations Laws

Laws relating to industrial disputes, trade union and standing orders; the law of simple discharge, misconduct, domestic inquiry, and disciplinary action.

Unit 3: Social Security Laws

Laws relating to workmen's compensation, employees' state insurance, provident fund, gratuity, and maternity relief.

Unit 4: Wages and Bonus Law

The law minimum wages, payment of wages, and payment of bonus.

Unit 5: Law of Working Conditions

Laws relating to factories, establishment and contract labour; and interpretation of these laws, their working, and implications for management, union. Workmen, the economy and society.

Suggested Readings

1. Misra, S. N. (2016). Labour and Industrial Laws. Central Law Publications
2. Srivastava, S.C. (2006). Industrial Relations And Labour Laws. Vikas Publishing
3. Labour Laws (2017). Taxmann Publications Pvt. Ltd.
4. Reports of Labour Bureau. Ministry of Labour and Employment, Government of India.

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Human Resource Analytics
(MBA-2H05)
Credits: 4**

Course Description

This course deals with the concepts and significance of human resource analytics. It focuses on the different methods, approaches and techniques in the area of HR analytics. The applications of the tools and metrics vis-a-vis HR analytics are covered.

Course Objectives

The objective of this course is to acquaint the students with:

- the concepts and significance of HR analytics
- the tools, methods, approaches and techniques of HR analytics
- application of HR analytics to HR sub-systems and the HR system

Course Content

UNIT-I HR Measurement

Need for HR Measurement, Significance and concept of HR Analytics, HR Analytics and business linkages, Prerequisites of HR Analytics; Models and frameworks of HR Analytics; Measuring intellectual capital, need and rationale for HR Accounting & Audit, Approaches and methods of HR Accounting & Audit.

UNIT-II HRIS for HR Analytics

What is Human Resource Information System; Role of HRIS in analytics; HRIS development and Implementation, The development process- need analysis, systems design, structure and culture; HRIS Applications- Making HRIS work.

UNIT-III Analytics for HR sub-systems

HR Analytics for Staffing, Training & Development, Performance Management Systems, Career Planning Systems, Rewards and Compensation Management, Employee Relations Systems.

UNIT-IV Analytics for HR system

HR performance frameworks and measurement systems; Measuring HR Climate and People Management Capabilities; Competency Management Frameworks & Competency Mapping, Integration of competency-based HR System. Measuring HR Effectiveness, The HR Scorecard

UNIT V Trends and Future Challenges

Technology and changes in HR Analytics, Role of Social Media, Big Data and Predictive Analytics in HR, Assessing the effectiveness of HR Analytics, Post analysis steps, Review and monitoring, Issues in HR valuation and measurement; Emerging challenges: Global and Indian Experience.

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Suggested Readings:

1. Ulrich, D. & Brockbank, W. (2010). *The HR Value Proposition*. Harvard Business School Press.
2. Fitz-enz, J. (2013). *How to measure HRM*. McGraw-Hill.
3. Fitz-enz, J., & Mattox, J. (2014). *Predictive Analytics for Human Resources*. Wiley.
4. Phillips, J., & Phillips, P.P. (2014). *Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes*. McGraw-Hill
5. Director, S. (2014). *Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy*. Pearson FT Press
6. Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). *The HR scorecard: Linking people, strategy, and performance*. Harvard Business Press

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Human Resource Development
MBA 2H06
Credit: 4**

Course Objectives

- To create a conceptual background required to undertake any activity to facilitate and manage the HRD functions in an organization.
- To acquaint the students about different HRD system
- To learn different techniques of developing people through HRD interventions.

Unit I: HRD- An Overview

Need for HRD, meaning, philosophy, goals and tasks; HRD and other functions; status of HRD in the organization; role of chief executives in HRD managers.

Unit II: Designing HRD Systems

Contextual factors and system designing; analysing the role for development; effective recruitment and placement systems; the training systems; training strategy; designing training programmes; training methods; the training climate, trainers style.

Unit III: Designing HRD System II

Performance appraisal in HRD; potential appraisal and career development; performance review and counseling; dual career groups, flextime and flexwork; developing the role; job enrichment; QWL and role effectiveness; developing self-rewriting capacity; issues in HRD system designing.

Unit IV: Strategies and Instruments for HRD Implementation

HRD mechanisms; process, outcomes and organisational effectiveness; mapping HRD practice-profile; HRD climate survey; HRD competencies checklist; training effectiveness test; performance, planning and development test; leadership style test; integrated HRD systems intervention strategies.

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Human Resource Skills
(MBA-2H08)
Credits: 2**

Course Description

This course deals with an understanding of skills necessary for HR professionals. It deals with sensitising students to develop awareness of key life skills necessary for HR management. It also aims at developing interpersonal and team-building skills along with essential people management skills.

Course Objectives

The objective of this course is to acquaint students of HR with:

- Awareness of key life skills necessary for HR professionals
- Understanding of interpersonal and team-building skills
- Understanding of basic people management skills

Course Content

UNIT-I Life Skills for HR Professionals

Self management skills- Self awareness & self development, Emotional intelligence and emotional resilience skills, stress management skills, Adaptability & coping skills, Organizing & time management skills

Unit –II Inter Personal & Team Skills

Interpersonal communication skills, Listening as an active skill; Team work skills, Managing team performance, Group problem solving, Group dynamics techniques, Conflict resolution skills, Social Quotient and Social intelligence

UNIT-III People Management Skills

Basic HR Management skills, Empathy and motivation skills, Negotiation/refusal skills, Counselling and mentoring, managing employee engagement and employee relations

Suggested Readings:

7. Drucker, Peter, F. (2017). *“Managing Oneself-The Key to Success.”* Harvard Business Review Press.
8. Armstrong M. (2016). *“Armstrong's Handbook of Management and Leadership for HR: Developing Effective People Skills for Better Leadership and Management”*. Kogan Page
9. Griffiths, D. (2017). *“Successful People Management: Life Skills for Managers”*. Troubador Publishing Ltd
10. Larry James (2016). *“The First Book of Life Skills”*; Embassy Books.
11. Kalyana, S. (2015). *“Soft Skill for Managers”*; First Edition; Wiley Publishing Ltd.

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Talent Management
MBA2H09
Credit: 2**

Course Objectives

The objective of this course is to acquaint the students with:

- the concepts, theories and trends in Talent Management
- the problems and concerns *vis-a-vis* Talent Management that confront modern-day business organizations

Unit 1:

Talent and Talent Management in Organizations, Talent Management Process, Talent Management Model, Building Competitive Advantage through Talent Management

Unit 2:

Building the Talent Pipeline: Attracting and Recruiting, Identifying and Assessing High-Potential Talent, On Boarding Talent: Preparing Talent for Success through On-Boarding.

Unit 3:

Talent Development: Creating a Leadership Development Strategy Action Learning for Succession, Succession Planning in Organizations, Core Capabilities as Talent Manager: Talent Managers as Change Agent, Deploying Talent: Managing the work strategically

Unit 4:

Talent Engagement, Drivers of Engagement: Career, Community, Congruence, Compensation, Content, and Coping. Gaining more insight on engagement: Segmenting the workforce

Unit 5:

Leading Strategic Change: HR Leading Change Using Integrated Strategic Change Model Embedding and Sustaining Talent Power: Measuring Talent's Contribution to Business Performance. The Transformation and Reorganization of HR.

Text Books & Readings:

Silzer, R. & Dowell, B.E., eds. (2010). Strategy-Driven talent management: A leadership imperative. San Francisco: Jossey-Bass. ISBN: 978-0-7879-8847-0

Berger, L. A., & Berger, D. R. (Eds.). (2011). The talent management handbook: Creating a sustainable competitive advantage by selecting, developing, and promoting the best people. New York: McGraw-Hill.

Cheese, P., Thomas, R. J., & Craig, E. (2007). The talent powered organization: Strategies for globalization, talent management and high performance. Kogan Page Publishers.

Bickham, T. (Ed.). (2015). ATD Talent Management Handbook. American Society for Training and Development.

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**International Human Resource Management
(MBA-2H10)
Credits: 4**

Course Description

This course deals with the concept of Human Resource Management from an international perspective and understanding the variables that moderate differences between domestic and international HRM. The focus is on discussing international HRM practices in light of globalization.

Course Objectives

The objective of this course is to help the students understand:

- the concept of HRM from an international perspective
- the different models of international HRM
- international policy-making in HRM for MNCs

Course Content

UNIT I: Introduction and Overview

International HRM – An introduction; Globalization and HRM- trends and emerging issues; Differences between domestic and international human resource management; International HRM models, theoretical frameworks and approaches

UNIT II: International HRM: Organizational Context

Managing people in international context; Expanding the role of HRM in international firms; Human resource problems and challenges in multinational corporations; transfer of employment practices across border; HR and international business strategies: Integration and alignment

UNIT III: International HRM Practices

International staffing: recruitment and selection; Performance management; training & development; compensation & rewards; Labour relations; International framework of Ethics and labour standards

UNIT IV: International HRM: Issues and Concerns

Expatriates & repatriates: Issues, concerns and challenges; Career anxiety; Devaluing international experience; Coping with new role demands, work-life balance in global context

UNIT V: International HRM: The Paradigm of Cross-Cultural Management

Fundamentals of culture; Cross-cultural perspectives; Cultural paradox; Concept of national culture, Cultural sensitivity; culture shock and cross-cultural adjustment

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Suggested Readings

1. Dowling, P. & Welch, D. (2004). *International human resource management: Managing people in a multinational context*, Cengage Publishing.
2. Briscoe, D. R., Claus, L. M., Schuler , R. S. (2009). *International human resource management: Policies and practices for multinational enterprises*. Routledge
3. Vance Charles and Yongsin Paik (2010). *Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management*. Routledge.

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Project Management
MBA2P02
Credits: 4**

Course Description:

The course is designed to familiarize the students with the importance of project for any organization. It would familiarize them with process of its planning, selection and its implementation.

Course Objectives:

To familiarize the students of the importance of project and project management for any organization

To study the life cycle and characteristics of project

To study the market, financial and technical analysis of projects

To study infrastructure projects and issues and challenges in managing them

Risks associated with managing projects

Course Contents:

UNIT-1 Introduction to Projects

Concept of Project; Types/ Categories of Projects; Project Family Tree; Characteristics of Project; Project driven & non-project driven organization; Project Life Cycle and Project Life Cycle Curve-An Analysis

UNIT-2 Project Life Cycle (Cont)

Detailed Project Report; Issues in Termination of Project-When & who, The process of Termination of projects; Preparation of Project Final Report-Preparation of Final Report; Work Breakdown Structure-Origin, Concept, types, how to create; Concept of Earned Value Analysis (EVM) and calculation and Approaches to Project Management (Framework for Project Management)

UNIT-3: Selection of Projects & Its Analysis

Scouting for Project Ideas ; Selection of Projects: Numeric & Non Numeric Models for Project Selection; Concept of Uniform Annual Equivalent (UAE); Technical Analysis and Market Analysis of projects

Unit-4: Management of Infrastructure Projects

Financing Infrastructure Projects-Infrastructure Finance; Project Configuration & Role of a SPV; Project Parties & Their Role; Financing A Power Project; Managing Risks in Infrastructure Projects & Typical Risk Allocation In India; Public Private Partnership (PPP) Projects

Unit-5 Risk Assessment, Contract Management & People Management in Projects

Risk Management; Concept of Risk Breakdown Structure & Risk Impact Matrix; Risk Management in Construction Industry; Contract Management; Managing Project Team (Strategies to Build a Cohesive Project Team & Create Team Charter); Qualities of a Project Manager; Network Techniques in Project Management.

References:

- Project- Planning, Analysis, Selection, Financing, Implementation and Review by Prasanna Chandra (Pub: Mc Graw Hill) ed -9th
- Project Management-A Systems Approach to Planning, Scheduling and Controlling By Harold Kerzner (Pub: International Thompson Publishing Company) International ed-6th

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Supply Chain Management
MBA2P03
Credit: 4**

Course Objectives

- To understand the evolution and basic elements of supply chain management.
- To learn the use of various inventory models in supply chain management.
- To develop ability to analyze and solve supply chain network related problems.
- To learn how to design supply chain networks and make use of IT.

Unit I: Introduction to Supply Chain Management

Fundamentals; SCM processes-plan, source, make, deliver, return; SC decision areas- facilities, inventory, transportation, information; Operations strategy and SC designs; SC dynamics; SC performance measurement.

Unit II: Inventory Management in SC

Revision of inventory fundamentals; Basic EOQ models; Various models of order quantities and order points; Lot sizing with multiple products; Inventory review policies; Materials requirements planning; Just-in-time manufacturing; Enterprise resource planning.

Unit III: Designing a Supply Chain Network

Decisions in SC network design; Factors influencing network design; Phases of network design; Network optimization model for regional configuration of facilities;

Unit IV: Distribution and Transportation Networks

Distribution network in SC and its performance measures; Types of distribution network; Selection of a distribution network; Role of transportation in SC; Factors affecting carriers and shippers decisions; Modes of transportation; Types of transportation network; Trade-offs in transportation design.

Unit V: Information Technology and SCM

Use of IT in SC; SC macro processes; E-business and its impact on supply chain's responsiveness and costs.

Suggested Readings

1. Chopra, S., Meindl, P., and Kalra, D.V., Supply Chain Management: Strategy, Planning, and Operation, ed.vi, 2016, Pearson.
2. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains, ed.vii, First impression, 2006, Pearson Education.
3. Simchi-Levi, D., Kaminsky, P. and Simchi-Levi, E., Designing and Managing the Supply Chain, ed. ii, 2004, TMH.
4. Shah, J., Supply Chain Management: Text and Cases, 2009, Pearson.

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**E-COMMERCE
(MBA-/MBA-IB)
Credits: 4**

Course Description

The course introduces the latest developments in online business with the cutting-edge coverage, real examples, actual business cases, and innovative applications in the dynamic world of e-commerce. It provides a comprehensive coverage of the emerging strategies, up-to-the-minute technologies, and the latest digital innovations adopted by the companies to attain leadership positions.

Course Objectives

Firms today are achieving market leadership by mastering digital innovation. For example, Amazon is as much a retailer and supply chain powerhouse as it is a digital innovator. Most automotive companies are realizing that their future competitors are likely to be Google and Facebook. This course, thus, provides an understanding of the dynamics within the fast-paced domain of e-commerce and balances the technological issues with the strategic business aspects of successful e-commerce

Course Contents:

Unit-I: Overview of E-Commerce

Background of E-Commerce: Evolution of Information Age; Paradigm shifts; Information Strategy & Challenge (Case-Seven Eleven Japan)

Introduction to E-Commerce (Case-Dell/Amazon): Definition, Advantages & Limitations

Business Models/Applications of E-Commerce (Video Case-Alibaba group)

Levels of E-Commerce (Case-Fedex)

Unit-II: Understanding E-Commerce Landscape

The Network Infrastructure: Evolution of Internet; Internet Governance; Internet Protocol

Security: Security Threats; Network Security; Data & Transaction Security

World Wide Web and E-commerce: Concept & Technologies behind web

Tools for developing an e-commerce portal (Hands on)

Unit-III: E-Commerce Applications

Consumer Oriented E-Commerce: B2C applications (Case-Amazon/ Netflix); Mercantile Process Model; Electronic Payment Systems (Case-Paypal/Paytm); Supply Chain in E-Commerce

Inter-Organizational E-Commerce: Models of B2B applications; Electronic Data Interchange

Intra-Organizational E-Commerce: Forces Driving Internal Commerce; Dimensions of Internal Commerce; P2P E-Commerce & Sharing Economy

Unit-IV: E-Commerce Strategy

E-Commerce Strategy (video Case-Alphabet/Google): E-strategic Grid; Preparing the Online Business Plan: Value Exchange Models; Web Design Strategies; Marketing Strategies online:

Open Issues in E-Commerce: (Legal (Uber), Technical, Ethical, Privacy issues (Apple vs FBI case))

Unit-V: Contemporary Areas in E-Commerce

Emerging platforms in E-Commerce: Social Media; Mobile Commerce; E-Government

Recent Technological trends in e-commerce: Big data Analytics; Intelligent E-Commerce (Expert Systems: AI); Internet of Things; Blockchain

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Suggested Readings:

- Efraim Turban, Jon Outland, David King, Jae KyuLee , Ting-Peng Liang,Deborrah Turban,*Electronic Commerce 2018: A Managerial and Social Networks Perspective* Springer (Ninth Edition) 2018
- Gary P.Schneider. *Electronic Commerce, 12th Edition*. Cengage Learning, Boston, MA, 2017
- Laudon K., C. G. Traver, *E-Commerce 2014*, 10/E, Prentice Hall, 2014
- William S. Davis, John Benamati, *E-Commerce Basics: Technology Foundations and E-Business Applications*, PrenticeHall, 2003
- Turban, King & Lang. *Introduction to Electronic Commerce*. 3rd edition. Pearson Prentice Hall, 2011.
- Jeffrey F.Rayport& Bernard J.Jaworski: *Introduction to E-commerce*, TMH, 2003
- Kalakota, R & Winston, C: *Frontiers of E-commerce*, Pearson Education, 2002.
- Mai-Lan Tomsen, *Killer Content-Strategies for Web Content and E-commerce*, Pearson Education, 2001
- David Whiteley: *E-Commerce- Strategy Technologies and Applications*, Tata Mac-Graw Hill, New Delhi, 2000
- Donald A.Marchand, Thomas H. Davenport and Tim Dickson; *Mastering Information Management, (Financial Times series)*Pearson Education, 2001

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Financial Modeling
MBA2F12
Credits: 4**

Course Description: This course aims to enable students to prepare financial models that support company valuation, pricing models related to stocks, bonds, and derivatives, and risk analysis using Excel.

Course Objective: After completing this course students are expected to:

- Understand formulas, functions, and commands of Excel for financial calculations
- Confidently apply finance concepts and theory to construct spreadsheet models
- Gain hands-on experience in designing and implementing their own financial models

Course Content

Unit-1: Introduction to Financial Modeling

Excel as a tool for Financial Modeling, Basic and Advanced Excel functions, database functions, charting, and finance functions

Unit-2: Modelling Applications in Equity and Portfolio

Portfolio mean and variance-N assets, efficient portfolios, CML and SML, event studies in finance, Value-at-risk, Monte-Carlo simulations

Unit-3: Modeling Applications in Derivatives

Options payoffs, Binomial options pricing model, Black-Scholes model, Greeks, Real options

Unit-4: Modeling Applications in Fixed-Income

Fixed-income analytics: valuation, duration, convexity, yield curve, immunization strategies

Unit-5: Modeling Applications in Projects & Valuations

Determining project viability and risk analysis, Computing Cost of Capital, NPV, IRR, and WACC, CAPM, value drivers, corporate valuations using DCF

Text and References:

1. Benninga, S. (2008). *Financial modeling*. 3rd ed. MIT Press Books.
2. Fabozzi, F. J., Focardi, S. M., & Kolm, P. N. (2006). *Financial modeling of the equity market: from CAPM to cointegration*. John Wiley & Sons.
3. Fairhurst D. S. (2017). *Financial Modeling in Excel for Dummies*. 1st ed. For Dummies

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Islamic Finance
MBA2F09
Credits:4**

Course Description: The syllabus is structured and designed to offer an overall understanding of theories and principles of Islamic Finance in the current context.

Course Objectives: At the conclusion of the course, the participants are expected to:

- Understand the basic rules and values underlying Islamic finance.
- Learn about the full range of current Islamic products used in Islamic banking, capital markets and insurance.
- Comprehend current issues and discussions surrounding the Islamic financial industry.

Course Contents

Unit-1: Introduction

Shariah & Fiqh: Sources and Development, Important concepts and principles of Fiqh, Major norms in Islamic finance, Riba, Gharar, and Maysir, Contracts ('Aqd) and Promises (Wa'd), Shariah Boards, Overview of Islamic finance Industry

Unit-2: Islamic Transactions and Islamic Banking

Fixed income vs risk sharing modes of finance, Murabaha, Tawarruq, Mudaraba, Musharaka, Ijarah and Ijarah-wal-iqtina, Salam, Istisna, Operating Structure of Islamic banks, Models of Islamic banking

Unit-3: Islamic Capital Markets

Introduction to capital markets, Stock market: shariah screening methods and purification. Islamic mutual funds, Islamic Forwards, Options, and Futures

Unit-4: Takaful

Structure and models of Islamic insurance, Types of insurance products. General and family takaful. Reinsurance and re-takaful.

Unit-5: Sukuk

Shariah requirement of securitisation, AAOIFI Standards of Sukuk, Structures and parameters of Sukuk, types, Issues, and rating

Text and References:

1. Iqbal, Z., & Mirakhor, A. (2011). *An introduction to Islamic finance: theory and practice*. 2nd Ed. John Wiley & Sons.
2. Mills, P., & Presley, J. (1999). *Islamic finance: Theory and practice*. Springer.
3. Usmani, M.T. (1998). *An Introduction to Islamic Finance*.
4. Kettell, B. (2011). *Introduction to Islamic banking and finance*. John Wiley & Sons.

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Behavioural Finance
MBA2F08
Credits: 4**

Course Description: Behavioural finance provides an introduction to the concepts and theories related to cognitive biases, individual emotions and other psychological effects on decision making. It explores the applications of these theories in the context of investments.

Course Objectives: After completing this course, students are expected to:

- Understand the cognitive biases and errors of judgment that affect investment decisions.
- Demonstrate the ability to apply behavioural insights in investment decision making.

Course Contents

Unit-1: Introduction

Foundations of finance, Challenges to market efficiency, overview of behavioural finance and its Building blocks

Unit-2: Psychological foundation I

Prospect Theory, Framing, and Mental Accounting, emotional foundation

Unit-3: Psychological foundation II

Heuristics and Biases: familiarity and related biases such as ambiguity aversion, status-quo, endowment effect, representativeness such as gambler's fallacy and hot hand, anchoring, Overconfidence and other biases

Unit-4: Anomalies and Behavioural Finance

Behavioural Explanations for Stock Market Puzzles: IPO underpricing, momentum, value vs growth, excessive volatility, financial crisis and bubbles

Unit-5: Behavioural investing and other aspects

Investor Personality Types, Debiasing, behavioural investing, neurofinance and other recent developments

Text and References:

1. Shleifer, A. (2000). *Inefficient Markets: An introduction to behavioural finance*. OUP Oxford.
2. Pompian, M. M. (2012). *Behavioural Finance and Wealth Management*. 2nd ed. John Wiley & Sons
3. Forbes, W. (2011). *Behavioural Finance*. John Wiley & Sons.
4. Ackert, L., & Deaves, R. (2012). *Behavioural Finance: Psychology, decision-making, and markets*. Cengage Learning.
5. Statman, M., (2017), *Finance for Normal people: How investors and market behave*, Oxford University Press
6. Kahneman, D., (2015) *Thinking, fast and slow*. Penguin

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Real Estate Finance
MBA2F10
Credits: 4**

Course Description: The goal of this course is to teach students the science (and art) of property valuation.

Course Objectives: After completing this course, students are expected to:

- Develop a good understanding and workable knowledge of real estate market
- Gain an understanding of the process of property valuation and the way in which real estate investors think.

Course Contents

Unit-1: Real Estate Finance and Investment

Overview of real estate investments, time value of money, Mortgage loans, Fixed and floating rate mortgage loans, residential housing, rent or own, Urban economics

Unit-2: Income Producing Properties

Leases, rents, and the market for space, valuation of income properties, investment analysis and taxation of properties, financial leverage, risk analysis

Unit-3: Financing Real Estate Development

Financing Corporate Real Estate, Lease vs Own Analysis, Financing project development, Financing land development projects: Process, Lender Requirements, and Feasibility

Unit-4: Alternative Real Estate Financing

Organizational forms and Joint Ventures, Secondary Mortgage market: challenges in India, Real Estate Investment Trusts (REITs), Real Estate Investment Performance and Portfolio Considerations

Unit-5: Miscellaneous

Real Estate trends in India, REIT in India, Housing for all, A “Real Options” approach to investments

Text and References:

1. Brueggeman, W. B., & Fisher, J. D. (2010). *Real Estate Finance & Investments*. 14th Ed. McGraw-Hill.
2. Das, P., & Sharma, D. (2014). *Real Estate Finance in India*. 1sted. Sage Publications India.
3. Glickman, E. (2013). *An Introduction to Real Estate Finance*. Academic Press.
4. Schmitz, A. & Brett, D. L. (2009). *Real Estate Market Analysis: Methods and Case Studies*. 2nd Ed. Urban Land Institute, USA.

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Alternative Investments
MBA2F13
Credits: 4**

Course Description: The purpose of this course is to explore the world of alternative investments, such as hedge funds, private equity / venture capital funds, real estate, and commodities either directly or through funds of funds.

Course Objectives: After completing this course, students are expected to:

- Develop an understanding and workable knowledge of what alternative investments involves
- Learn types of alternative investments, their risk and return, important considerations while making investments, and performance measurement

Course Contents

Unit-1: Introduction

Asset Classes, Super Asset Classes, Strategic vs Tactical Allocations, Efficient vs inefficient asset classes, Investment companies: types, Mutual funds schemes

Unit-2: Commodities and Futures

Investing in Commodity Futures, Exchange Traded Funds: mechanics and advantages, ETFs vs mutual funds, Gold and Gold ETFs, Precious Metals

Unit-3: Hedge Funds & Venture Capital

A hedge fund investment program, due diligence, risk management, regulation, funds of funds, Venture capital (VC), raising funds, valuation of investments, Initial Public Offerings (IPOs), Private Equity

Unit-4: Leveraged Buy-outs (LBOs)

Financing and Leverage, LBO valuation, Value Added, Exit Strategies, investing in distressed debt, investing in mezzanine debt

Unit-5: Real Estate

The Benefits of Real Estate Investments, Risk Profile, Valuation, Securitisation and Mortgage Backed Securities (MBSs), Real Estate Investment Trusts (REITs), Economics of REIT, Cryptocurrencies

Text and References:

1. Anson, M. J. (2003). *Handbook of Alternate Assets*, 2nd ed. John Wiley & Sons.
2. Pedersen, L. H. (2015). *Efficiently inefficient: how smart money invests and market prices are determined*. Princeton University Press.
3. Anson, M. J., Chambers, D. R., Black, K. H., Kazemi, H., & CAIA Association. (2015). *Alternative Investments*, John Wiley & Sons.
4. Anson, M. J., Fabozzi, F. J., & Jones, F. J. (2010). *The handbook of traditional and alternative investment vehicles: investment characteristics and strategies*. John Wiley & Sons.

**Department of Business Administration
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**Insurance and Risk Management
MBA2F11
Credits: 4**

Course Description: Business and individuals are exposed to a myriad of risks. This course analyses the nature and impact of these risks and use of appropriate risk management techniques for individuals, businesses, and society.

Course Objectives: After completion of this course, the students are expected to:

- Understand the basics of risk management and insurance, and importantly to explain the risk management and insurance decision made by individual and household, company, and the government.
- To become familiarize with insurance business, products, and policies and its environment in India.

Course Contents

Unit-1: Overview of risk management

The problem of risk, introduction to risk management, Insurance as a device of risk management, Risk management applications

Unit-2: Insurance industry

Private insurance industry, regulation of insurance industry, Functions of insurers, financial aspects of insurance, managing personal risks

Unit-3: Life Insurance

Introduction to life insurance, actuarial basis of life insurance, life insurance contract, annuities and pension benefits, managing retirement risk

Unit-4: Other insurances

Employee benefits, Homeowners policy, property insurance, Automobile insurance, commercial property insurance

Unit-5: Miscellaneous

Commercial liability insurance, surety bonds and trade credit insurance, Indian insurance industry: challenges and future prospects, the future of insurance

Text and References:

1. Vaughan E.J. and Vaughan T.M.(2014).*Fundamentals of Risk and Insurance*, 11th ed., John Wiley & Sons
2. Rejda, G.E., and McNamara M. (2013).*Principles of Risk Management and Insurance*, 12th ed., Pearson Prentice Hall.
3. Dorfman, M. S., and Cather, D.A. (2013).*Introduction to Risk Management and Insurance*, 10th ed., Prentice Hall India.

**Department of Business Administration
Aligarh Muslim University, Aligarh**

Financial Derivatives

MBA2F03

Credits: 4

Course Description: This course aims to familiarize students with the derivatives market and application of derivatives in risk management.

Course Objectives

While studying this course, the students are expected to:

- Understand of the characteristics of the financial derivatives such as options, Futures and swaps.
- Develop familiarity with the different pricing models of financial derivatives.
- Acquire skills in application of derivatives for risk management.

Course Contents

Unit-I: Introduction to Financial Derivatives

An overview of derivative contracts: Forward, Futures, swaps and options; Importance of derivatives in risk management; Derivative markets in India: exchange-traded and over the counter; Trading mechanism of derivatives in India

Unit-II: Forwards and Futures

Quantitative foundations for derivative analysis; Mechanics of futures and forward contract; Hedging strategies using futures and forward; Pricing forward and futures contract

Unit-III: Interest and Index Futures and Options

Interest rate futures and pricing; Stock index futures and pricing; Swaps: mechanics, use and valuation; Options: The basics

Unit-IV Options Pricing Models

Binomial options pricing model; The Black and Scholes Model; Options hedging strategies; Estimating volatilities

Unit-V: Other Derivatives and Derivatives mishap

Value-at-Risk, Credit derivatives; Exotic options Derivative mishaps

Text and References

1. John, C. Hull, and Basu, S. (2016). *Options and Futures and other Derivatives*, 9th ed., Pearson Education India
2. Durbin M. (2006). *All About Derivatives*, McGrawHill
3. Taleb N. N. (1997). *Dynamic Hedging: Managing Vanilla and Exotic Options*, John Wiley & Sons.
4. Dubofsky D. A. and Miller T.W. (2006). *Derivatives: valuation and management*, Oxford Univ. Press
5. Hirsu, A., & Neftci, S. N. (2013). *An introduction to the mathematics of financial derivatives*. Academic Press.

**Department of Business Administration
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Financial Markets & Institutions

MBA2F07

Credits: 4

Course Description: This course is designed to develop an understanding among students of the functioning of the financial markets to help them take informed financial decisions.

Course Objectives

While studying this course, students are expected to:

- Understand the Indian capital market, its operations, instruments, regulations etc.
- Develop familiarity with different financial services and instruments.
- Acquire analytical skills in the context of different avenues of investments

Course Contents

Unit-I: Overview of Financial Markets

Role of Financial markets and institutions, Trends & Developments in the area of financial services, Regulatory framework of financial markets in India

Unit-II: Debt Markets

Money markets, treasury bills, commercial papers, certificate of deposit, dated securities, Bond markets, treasury bonds, corporate bonds, rating of bonds, valuation and risk of bonds

Unit-III: Equity Markets

Private equity, public equity, IPO and issue management, Stock exchanges, market micro structure, regulation of stock trading

Unit-IV Derivatives Market

Futures and options: basics, interest rate derivative, commodity derivatives, index and equity derivative

Unit-V: Miscellaneous

Commercial banking, Regulation of banks, Basel accords, Finance company, mutual funds, ETF, venture capital, Pension and insurance funds, Asset-based financing

Text and References

1. Jeff Madura (2014). *Financial Institutions and Markets*, 11th ed. Cengage Learning
2. Fabozzi, F. J., Modigliani, F., Jones, F. J., & Ferri, M. G. (2014). *Foundations of Financial Markets and Institutions*, 4th ed., Pearson Education
3. Khan M. Y. (2013). *Financial Services*, 7th ed., McGrawHill

**Department of Business Administration
Aligarh Muslim University, Aligarh**

Project Appraisal & Finance

MBA2F01

Credits: 4

Course Description

This course deals with the process, risk, and sources of project finance.

Course Objective

- To create an understanding of the process, criteria and the appraisal methodology for projects.
- To prepare and understand the concepts of project feasibility reports.
- To have an understanding of project financing techniques.

Course Contents

Unit I: Introduction to Project Finance

Project financing vs corporate financing, Advantages and disadvantages of project financing, Special Purpose Vehicle (SPV), Tax and accounting consideration in SPV, Project Bonds, Lead arrangers, managing underwriters, and advisors.

Unit II: Project Appraisal and Risk

Analysing project viability, Technical feasibility, Economic viability, Project risks: Technological, economic, currency, political, environmental, Managing Project risks: scenario analysis, sensitivity analysis, Simulation. Role of contract and agreements in risk mitigation

Unit III: Project Financing

Preparing project financing plan, Debt-equity ratio, estimating borrowing capacity of a project, Discounted cash flow analysis, NPV, IRR, hurdle rate, cost of capital, Financial modelling and project evaluation, using real options analysis to evaluate a project

Unit IV: Sources of Funds

Committed investment funds, Pooled equity funds, long-term debt market, Commercial banks, Life insurance, provident funds, International agencies, structured finance

Unit V: Miscellaneous

Social cost benefit analysis, Contract management, Infrastructure projects. Sukuks

Text and References

1. Chandra P. (2015). *Projects: Planning, Analysis, Selection, Financing and Implementation and Review*. 7th ed.. McGrawHill
2. Patel B. (2016). *Project Management*. 2nd ed., Vikas Publishing
3. Finnerty J. D. (2015). *Project Financing*, 3rd ed., John Wiley & Sons
4. Yescombe E. R. (2013). *Principles of Project Finance*, 2nd ed., Elsevier.
5. Fight A. (2005). *Introduction to Project Finance*, 1st ed., Elsevier.

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International Finance

MBA2F06

Credits: 4

Course Description: This course deals with foreign exchange markets and risk management by firms operating in the global markets

Course Objectives

- To provide an understanding of financial environment of global business
- To familiarise with the mechanics of foreign exchange markets.
- To develop an in-depth understanding of the types of foreign exchange exposure and hedging instruments

Course Contents

Unit I: Environment of international Finance

Importance of international finance; The determination of exchange rates and Balance of payments; The international monetary system; International financial markets and instruments

Unit II: The Foreign Exchange Markets

The foreign exchange market; The foreign exchange market in India; Purchasing power parity theory; Interest rate parity theory; currency forecasting

Unit III: Currency Derivatives

Forwards; Currency options; Currency futures; Special financial vehicles; Interest rate and currency swap.

Unit IV: Foreign Exchange Risk and management

Foreign exchange risk and exposure management; measuring and managing transaction and translation exposure; Measuring and managing economic exposure; Management of interest rate exposure.

Unit V: Global Financial management

International Portfolio investment; Financing of international trade; International working capital management; International project appraisal.

Text and References

1. Shapiro, A. C. (2010). *Multinational Financial Management*, 8th ed., John Wiley and Sons
2. Apte, P.G. (2014). *International Financial Management*, 7th ed., Tata McGraw Hill.
3. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2013). *Multinational Business Finance*, 13th ed., Pearson Education India.
4. Madura J. (2012). *International Corporate Finance*, 10th ed., Cengage Learning.
5. Sharan V. (2010). *International Financial Management*, 6th ed., Prentice Hall India.

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**Investments
MBA2F04
Credits: 4**

Course description: This course revolves around financial theory and empirical evidence that are relevant for investment decisions.

Course Objectives

- To impart an understanding of the investment environment and different financial instruments.
- To provide concepts, tools and techniques related to the theories of portfolio diversification and capital market.
- To develop skills in valuation of securities : equity, bonds and financial derivatives such as options
- To relate financial theories to current market conditions.

Course Contents

Unit I: The Investment Environment

Introduction to investment, the investment process; financial instruments; security markets

Unit II: Portfolio Theory

Return and risk; fundamentals of portfolio analysis, mean-variance analysis; portfolio diversification

Unit III: Capital Market in equilibrium

The Capital Asset pricing model; the Arbitrage pricing theory; efficient market theory and behavioural finance; stock valuation and selection

Unit IV: Security Analysis

Bond valuation and management; financial statements analysis; Macroeconomic and industry analysis; Technical analysis

Unit V: Portfolio Evaluation

Derivative securities and valuation; portfolio performance evaluation; international portfolio diversification; The theory of active portfolio management.

Suggested Readings

1. Bodie, Zvi Alex Kane, Alan J. Marcus (2017). *Investments*, 11th edition, McGraw Hill.
2. Elton, Gruber, Brown and Goetzmann, (2014) *Modern Portfolio theory and Investment management*, 9th edition, Wiley
3. Levy, Haim and Thierry Post, *Investments*, Prentice –Hall, 2005
4. Sharpe, William, Gordon Alexander and Jeffery V. Bailey, *Investments*, Fifth edition, Prentice Hall

For a highly readable and interesting history of the development of modern investment theory: Bernstein, P., *The improbable origins of modern Wall Street*, New York, Free Press, 1992

For understanding the myths behind the world's most touted investment strategies:

Aswath Damodaran, *Investment Fables*, Pearson Education 2004,

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Strategic Financial Management

MBA2F02

Credits:4

Course description: This course deals with strategic aspects of financial management

Course Objectives

- To equip the learners with the essential tools and concepts of financial management from strategic perspective.
- To provide an in-depth understanding of the topics such as financing, working capital management, mergers, restructuring from strategic perspective.
- To develop skills in applications of tools and techniques in strategic financial decision making.

Course Contents

Unit I: Accounting and Finance fundamentals and Valuation analysis

Financial statement and cash flows, time and value, interest rate and fixed return securities valuation, return and equity valuation

Unit II: Financial analysis, Planning and control

Financial performance metrics, working capital management, strategic financial planning

Unit III: Investment strategies and decisions

Capital expenditure management, capital investment decision and strategic valuation, strategic valuation issues

Unit IV: Financial Policy

Financing structure and cost of capital, financing sources and strategies, leases, dividend policy and share repurchases

Unit V: Growth strategies for increasing value

Mergers and acquisition, strategic risk management, international financial management

Suggested Readings

1. Weaver, Samuel, C., and J Fred Weston (2007). *Strategic Financial Management: Application of Corporate Finance*, 1st edition, South-Western Publishing.
2. Grinblatt, Mark and Sheridan Titman (2008). *Financial Markets and Corporate Strategy*, 2nd edition, Tata McGraw-Hill.
3. Kester, Carl W., Richard Ruback and Peter Tufano (2017). *Case Problems in Finance*, 12th edition, Tata-McGarw Hill.
4. Brealy, Richard , Stewart Myers and Franklin Allen (2017). *Principles of Corporate Finance*, 11th edition, Tata-McGraw Hill

**Department of Business Administration
Aligarh Muslim University, Aligarh**

**Corporate Tax Planning
MBA2F05
Credits:4**

Course description: The objective of this course is to develop an understanding of how taxes affect business decisions.

Course Objectives

- To provide basic understanding Indian commercial tax laws
- To apply tax laws in financial decisions making

Course Contents

Unit I: Introduction

Basic concept of taxation, Basic concept of corporate taxation, Brief history of corporate taxation in India, Residential status of firms, Computation of income from different heads

Unit II: Set Off and Carry Forward

Set off and Carry forward, Set off and Carry forward normal business losses, set off and Carry forward: capital gains and losses Carry forward of unabsorbed depreciation and other allowances

Unit III: Profit Calculations

Calculation of profit, Calculation of profit and determination of tax liability, Scope of tax calculation, Profit and surtax, Computation of tax liability under different conditions

Unit IV: Tax Incentives

Taxation and location of company, tax incentive on location, size, nature of products and on types of activities.

Unit V: Tax Planning in Specific Situations

Tax planning on mergers and acquisitions, on financing decisions and specific managerial decisions in these situations

Suggested Readings

1. Singhania V.K., Singhania, M. (2016). *Corporate Tax Planning and Business Tax Procedures*, 20th ed. Taxmann.
2. Ahuja, G. and Gupta, R. (2017). *Simplified Approach to Corporate Tax Planning and Management*, 18th ed. Kluwer.
3. Scholes, M. et al. (2015). *Taxes and Business Strategy*, 5th ed. Pearson Education.

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**International Finance
MBA2F06
Credit: 4**

Course Description: This course deals with foreign exchange markets and risk management by firms operating in the global markets

Course Objectives

- To provide an understanding of financial environment of global business
- To familiarise with the mechanics of foreign exchange markets.
- To develop an in-depth understanding of the types of foreign exchange exposure and hedging instruments

Course Contents

Unit I: Environment of international Finance

Importance of international finance; The determination of exchange rates and Balance of payments; The international monetary system; International financial markets and instruments

Unit II: The Foreign Exchange Markets

The foreign exchange market; The foreign exchange market in India; Purchasing power parity theory; Interest rate parity theory; currency forecasting

Unit III: Currency Derivatives

Forwards; Currency options; Currency futures; Special financial vehicles; Interest rate and currency swap.

Unit IV: Foreign Exchange Risk and Management

Foreign exchange risk and exposure management; measuring and managing transaction and translation exposure; Measuring and managing economic exposure; Management of interest rate exposure.

Unit V: Global Financial Management

International Portfolio investment; Financing of international trade; International working capital management; International project appraisal.

Text and References

6. Shapiro, A. C. (2010). *Multinational Financial Management*, 8th ed., John Wiley and Sons
7. Apte, P.G. (2014). *International Financial Management*, 7th ed., Tata McGraw Hill.
8. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2013). *Multinational Business Finance*, 13th ed., Pearson Education India.
9. Madura J. (2012). *International Corporate Finance*, 10th ed., Cengage Learning.
10. Sharan V. (2010). *International Financial Management*, 6th ed., Prentice Hall India.

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**Financial Markets & Institutions
MBA2F07
Credit: 4**

Course Description: This course is designed to develop an understanding among students of the functioning of the financial markets to help them take informed financial decisions.

Course Objectives

While studying this course, students are expected to:

- Understand the Indian capital market, its operations, instruments, regulations etc.
- Develop familiarity with different financial services and instruments.
- Acquire analytical skills in the context of different avenues of investments

Course Contents

Unit-I: Overview of Financial Markets

Role of Financial markets and institutions, Trends & Developments in the area of financial services, Regulatory framework of financial markets in India

Unit-II: Debt Markets

Money markets, treasury bills, commercial papers, certificate of deposit, dated securities, Bond markets, treasury bonds, corporate bonds, rating of bonds, valuation and risk of bonds

Unit-III: Equity Markets

Private equity, public equity, IPO and issue management, Stock exchanges, market micro structure, regulation of stock trading

Unit-IV Derivatives Market

Futures and options: basics, interest rate derivative, commodity derivatives, index and equity derivative

Unit-V: Miscellaneous

Commercial banking, Regulation of banks, Basel accords, Finance company, mutual funds, ETF, venture capital, Pension and insurance funds, Asset-based financing

Text and References

4. Jeff Madura (2014). *Financial Institutions and Markets*, 11th ed. Cengage Learning
5. Fabozzi, F. J., Modigliani, F., Jones, F. J., & Ferri, M. G. (2014). *Foundations of Financial Markets and Institutions*, 4th ed., Pearson Education
6. Khan M. Y. (2013). *Financial Services*, 7th ed., McGrawHill

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**Behavioural Finance
MBA2F08
Credit: 4**

Course Description: Behavioural finance provides an introduction to the concepts and theories related to cognitive biases, individual emotions and other psychological effects on decision making. It explores the applications of these theories in the context of investments.

Course Objectives: After completing this course, students are expected to:

- Understand the cognitive biases and errors of judgment that affect investment decisions.
- Demonstrate the ability to apply behavioural insights in investment decision making.

Course Contents

Unit-1: Introduction

Foundations of finance, Challenges to market efficiency, overview of behavioural finance and its Building blocks

Unit-2: Psychological foundation I

Prospect Theory, Framing, and Mental Accounting, emotional foundation

Unit-3: Psychological foundation II

Heuristics and Biases: familiarity and related biases such as ambiguity aversion, status-quo, endowment effect, representativeness such as gambler's fallacy and hot hand, anchoring, Overconfidence and other biases

Unit-4: Anomalies and Behavioural Finance

Behavioural Explanations for Stock Market Puzzles: IPO underpricing, momentum, value vs growth, excessive volatility, financial crisis and bubbles

Unit-5: Behavioural investing and other aspects

Investor Personality Types, Debiasing, behavioural investing, neurofinance and other recent developments

Text and References:

7. Shleifer, A. (2000). *Inefficient Markets: An introduction to behavioural finance*. OUP Oxford.
8. Pompian, M. M. (2012). *Behavioural Finance and Wealth Management*. 2nd ed. John Wiley & Sons
9. Forbes, W. (2011). *Behavioural Finance*. John Wiley & Sons.
10. Ackert, L., & Deaves, R. (2012). *Behavioural Finance: Psychology, decision-making, and markets*. Cengage Learning.
11. Statman, M., (2017), *Finance for Normal people: How investors and market behave*, Oxford University Press
12. Kahneman, D., (2015) *Thinking, fast and slow*. Penguin

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**Advertising Management
MBA 2M01
Credits- 04**

Course Description

Advertising is a pervasive presence in developed and developing economies, and an important, evolving part of organizations' marketing activities and integrated marketing communications programs. The course aims to develop your understanding of advertising as an element of marketing communications, of how the advertising planning process is managed, and the various factors affecting decision-making in this area.

Course Objectives

- To understand the process of marketing communications.
- To understand and integrate marketing communications theory and concepts with all elements of the promotional mix.
- To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.
- Application of Advertising through the development and implementation of an advertising plan.

Unit I: Basics of Advertising Management

The Field of Advertising Management, advertising planning and decision-making. The types and classification of advertising, role of advertising and marketing strategy. Legal Ethical and social Aspects of Advertising.

Organizing for Advertising and Promotion: Advertising agency setup and agency compensation. The role and functions of an integrated advertising marketing communication program. The tools of IMC.

Unit II: Advertising Budgeting and Research

Models of advertising budgeting. Advertising goals and objectives. Approaches in setting advertising objectives. Effectiveness of advertising- methods of measurement. The communications process. Source, Message and Channel Factors. Perspectives and researches on how advertising works.

Unit III: Creative Strategy

Creative Strategy: Planning and Development; Creative Strategy Implementation and Evaluation. Role of DAGMAR, Production and execution of TVCs and print ads.

Unit IV: Media Planning and Strategy

Market analysis for developing media plan, Media buying, Emerging media and trends. Evaluation of Broadcast Media, Evaluation of Print Media, Support Media, the Internet and Interactive Media. Developing and implementing media strategies.

Unit V: Evaluating Advertising Effectiveness

Measuring the Effectiveness of the advertising Program, International Advertising, Regulation of Advertising, Public Relations, Publicity and Corporate Advertising.

Suggested Readings

1. Aaker, David & Myers, John: *Advertising Management*, Prentice Hall, 2003.
2. Belch, G. and Belch, M: *Advertising and Promotion: An Integrated Marketing Communications Perspective*, 6/e , Mc-Graw Hill, 2003.
3. Cialdini, Robert B: *Influence: The Psychology of Persuasion*, 1993.

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**Sales Management
MBA 2M02
Credit: 04**

Selling is the most important activity of the organisation to generate sales revenue, profit and growth of the organisation. It is a challenge to develop and maintain a highly motivated sales force. At the same time the difficulties are faced in controlling their affairs

Course Objectives

1. To develop an insight in personal selling •
2. To analyse the managerial aspects of sales force management •
3. To create understanding of sales force control systems •
4. To develop understanding of contemporary issues in sales management

Unit I:

Sales and Distribution Strategy Marketing Sales and Distribution linkage, Characteristics of sales job, Myths in selling, Dyadic relationship, Diversities in selling situation, Selling theories.

Unit II:

Selling Process and Sales Organization Prospecting, Pre approach, Approach, Presentation, Objection Handling, Sales Close, Sales Organization Design

Unit III:

Sales force Management Formulation of Personal Selling Strategies, Recruitment and Selection, Sales force Training, Sales force Compensation

Unit IV:

Sales force control system Sales Quota setting, Sales Territory, Sales Budget, Sales Analysis and **Audit and evaluating sales person performance**

Unit V:

Contemporary issues in Sales Management Customer relationship management; Behaviour, role perception and satisfaction of sales force, Strategic role of information in sales management and Responsibilities of sales manager and sales persons.

Suggested Readings

1. Still Cundiff and Govoni: Sales Management, PHI, New Delhi
2. Johnson and others: Sales Management: McGraw Hill
3. Spiro, Stanton and Rich: Management of Sales Force, Tata McGraw Hill, New Delhi
4. Panda and Sahadev: Sales and Distribution Management: Oxford University Press, Delhi

Manning and Others Selling Today, Pearson education, New Delhi 2015

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**Brand Management
MBA 4M04
Credit: 4**

Course Description

Effective brand management is the key to developing product and communication strategies which lead to marketing success. This course is designed to develop the necessary knowledge and skills for creating and managing brands which resonate with customers and allow the marketing organization to build and maintain a loyal and profitable customer base. A range of branding theories, concepts, strategies and practices designed to build, measure and sustain brand equity will be addressed across a range of real world contexts, product types and industries.

Course Objectives

- To increase understanding of the important issues in planning and evaluating brand strategies.
- To provide the appropriate theories, models, and other tools to make better branding decisions.
- To provide a forum for students to apply these principles.

Unit I: Introduction to Brand Management

Understanding Brand, Brand v/s Product, Why brands matter, Branding Practices, Brands and value addition, Factors shaping a brand over its life cycle.

Unit II: Concept of Brand Equity

Customer-based Brand Equity; Concept of brand equity, Sources of brand equity, Benefits of brand equity. Brand Knowledge Structures, Choosing Brand Elements to Build Equity, Brand element choice criteria, Brand element options, Brand element tactics.

Unit III: Brand Valuation

Measuring Sources of Brand Equity; Qualitative and Quantitative research techniques, Measuring Outcomes of Brand Equity; Comparative methods, Holistic methods, Brand Equity Measurement System; Conducting brand audits, Designing brand tracking studies, Establishing a brand equity management system.

Unit IV: Branding Strategies

Branding Strategies; Brand-product matrix, Brand hierarchy, Designing brand strategies, Stages of growth and maturity of brands.

Unit V: Managing and Leveraging Brand

Naming New Brands and Extensions- New products and brand extensions, Advantages of extensions, Disadvantages of extensions, consumers' evaluation of brand extension.

Managing Brands over Time; Reinforcing brands, Revitalizing brands, Adjustments to brand portfolio.

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Suggested Readings

1. Keller, Kevin Lane: Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Upper Saddle River, NJ: Prentice Hall.
2. Merle C. Crawford: New Product Management , Richard D. Irwin, Homewood, Illinois.
3. Aaker, David A: Building Strong Brands, New York: Free Press.
4. Kapferer, J. N. (1992). Strategic Brand Management New York, Free Press.

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**Consumer Behaviour
MBA2M03
Credits: 04**

Course Description

Consumer Behavior, at its heart, is social psychology applied to consumption situations. These situations include the buying, selling, use and disposal of consumer goods and services. In many instances, it also includes learning about and the research of consumer goods. At the course's end, you should possess a working knowledge of attitudes, perceptions, decision making and external, cultural influences of consumer behavior.

Course Objectives

1. To familiarize student with the various theories and models of consumer behavior applications in developing marketing strategies.
2. To enable the student to analyze and evaluate consumer behavior from a sustainable perspective.
3. Critically assess and evaluate different consumer research methods and their application in business and research.

Course Content

Unit I: Introduction to Consumer Behaviour

Meaning and scope of consumer behaviour; relationship between consumer behaviour and behavioural sciences; consumer behaviour and marketing strategy; Research in Consumer Behavior, Dark Side of Consumer Behavior

Unit II: Motivation, Perception, Personality and Attitudes

Introduction to motivation, motivation theories and their application; measurement of motivation and motivation research; meaning and application of perception; perceptual selection, perceptual organisation, application of absolute and differential threshold in consumer behaviour; meaning and nature of personality; theories of personality and their application in consumer behaviour; self-concept and consumer research; attitudes and their characteristics; functions of attitude, models of attitudes; measurement of attitudes

Unit III: Influences on Consumer Behaviour

Culture and Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influence, Social Class and Group Influences on Consumer Behaviour. Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences, Conformity to Group Norms and Behaviour, Family Life Cycle Stages, nature of Family Purchases and Decision-making, Husband-wife Influences, Parent-child Influences, Consumer Socialization of Children

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Unit IV: Decision-Making in Consumer and Organizational Markets

Types of Consumer Decisions, Models of Consumer Decision-making; consumer decision making process; Meaning, scope and Characteristics of Organizational Buyers; Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles

Unit V: Contemporary Issues in Consumer Behaviour

Consumer Collectives and Buyer Behaviour, Social Media Marketing and Buyer Behaviour, Sustainable Marketing and Green Buyer Behavior, Consumer Behavior in Later Life, Social Marketing and Consumer Citizenship, Emergence of Global Consumer; Impact of technology on consumer behavior research

Suggested Readings

1. Consumer Behaviour, Leon G Schiffman, Joseph Wisenblit, S Ramesh Kumar, Pearson Education India.
2. Consumer Behaviour, Roger D. Blackwell, Paul W. Miniard , James F. Engel , Zillur Rahman, Cengage India Private Limited
3. Consumer Behaviour: Building Marketing Strategy, Del I Hawkins, David L Motherbaugh and Amit Mookerjee, McGraw Hill Education
4. Consumer Behaviour: Buying Having and Being, Michael R Solomon, Pearson Education India.
5. Why We Buy: The Science of Shopping, Paco Underhill, Simon & Schuster
6. How Customers Think: Essential Insights into the Mind of the Markets, Gerald Zaltman, Boston: Harvard Business School Press

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Retail Management

MBA 2M07

Credit: 04

Course Objectives

- To understand the concept, process and management of retail business
- To develop an understanding of the retail strategy and planning process
- To have an understanding of merchandise process
- To focus on the emerging issues in retailing

Unit I: Nature and Importance of Retailing

Retailing and retailers, place of retailing in marketing mix; function and activities performed by retailers; categorizing retailers; structure and nature of retailing channels; size of retail market, theories of structural change in retailing; retailing in India.

Unit II: Store & Non Store Retailing

Retail organizations; classification of retailers; modern retail formats in India; Type of Merchandiser, Single Line Store, General Store, Variety Store, Departmental Store, Supermarket, Superstore, Combination Store, Hypermarket, Discount Store, Warehouse Showroom, Catalogue Storing, In Home Retailing, Telephone Retailing, Catalogue Retailing, Direct Response Retailing, Wholesalers-Sponsored, Voluntary Chain, Retailers -Sponsored Cooperative Chain, Manufacturers - Sponsored Franchising System.

Unit III: Retail Strategy and Planning

Retail Perspective, International Expansion- Growth Strategy, Understanding the Retail Customer, Store Locations

Unit IV: Merchandise Management and Retail Decisions

Target Market Selection, Merchandise, Merchandise Planning and Management, Merchandise Buying, Retail Pricing and Merchandise Performance. Location, Size, Store Image, Design, Layout and Shop Design, In Store Promotion, Credit and Collections, Front Office Management: Personnel-Selection, Recruitment and Motivation.

Unit V: Creating & Sustaining Value and Trends in Retailing

Retail Marketing Communication, Servicing the Retail Customer, Supply Chain Management. Growth of Shopping Malls, Factory Outlet, Discount And Discount Malls, Power Retailer, Increasing Power Of Retailer Brand V/S Manufacturer Brand, Green Retailing, e-Tailing, ethical and legal issues in retailing.

Suggested Readings

1. David Gilbert, Retail Marketing Management, Edition II, Pearson India
2. Robert f. Lusch, Patrick Dunne, Myron Gable, Retail Management, South western Pub. Co. Ohio
3. Pradhan Swapna, Retailing Management Text & Cases, 2000, TMH Publications, New Delhi
4. Witz, Levy. Retail Management, Edition III, Pearson Publication

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**Services Marketing
MBA2M10
Credit: 04**

Course Description: Over a period of time the changes in the economy has taken its different shape and from production economy we have moved to service economy. The different sectors of services which were almost either neglected or less attention paid have started to dominate and the concepts of management are widely used in them. In the contemporary period the marketing of services has become inevitable and challenging.

The course has been designed with the following objectives;

1. To familiarize students with the unique features of marketing of services and its role in the economy
2. To understand the marketing mix elements of services
3. To study the consumer behavior of services and the models of service quality
4. To apply the services marketing concepts in different service sectors

UNIT I Background of services

Meaning and characteristics of services, Services in the Indian economy, Demand and supply of services, Services marketing mix

Unit II Market Analysis and service customer behavior

Service vision and strategy, Sustainable differentiation, Competitive analysis of services, Segment identification, Service decision making Perspective, Customer expectation and marketing strategies

UNIT III Services Mix Elements

Service product, Service pricing, Service promotion and distribution, Process, people and Physical evidence in services

UNIT IV Service branding and quality of services

Brand value proposition of services, creating strong services brands, Consumer evaluation process, Service quality models, Initiating and managing quality

UNIT V Specific services and CRM

Marketing of banking, Tourism, consultancy, Insurance as services, Service recovery and empowerment, Customer relationships in services

Suggested Readings:

Verma, HV Services marketing, Pearson education, 2nd Edition 2011

Sirinivasan R, Services Marketing, PHI, New Delhi, 2014

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Zeithaml, VA and Bitner MJ, service marketing TMH 2007

Hellen W, Service Marketing McMillan India New Delhi 2000

Cowell Donald, Marketing of Services, Heinemann, London

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**Customer Relationship Management
MBA Year II
MBA2M11**

Course Description: Customer are the valuable assets of the organisation and they have to be acquired, served and maintained. For these purposes proper relationship has to be maintained. In the present digitalized world keeping records of the customer is not so difficult but the need of the hour is to maintain this relationship on continuous basis. The course is meant for the same.

The objectives of the course are to

1. Make the students understand the concept in and applications of CRM in Marketing
2. Create awareness about technological tools for CRM and their implementation
3. Familiarise students with CRM application in Business to Business Commerce
4. make the students understand the application of CRM in different types of services

UNIT I

Conceptual framework of CRM: Generalised models for CRM, Globalisation and CRM, CRM through customer Knowledge management, changing pattern of eCRM, Framework for deploying CRM in organisation, Implementation of technology based CRM solution

UNIT II

CRM Implementation: Implementing a technology based CRM, Organising for CRM, Employees and CRM Process, Process reengineering to enhance CRM, CRM a research agenda and data mining for CRM, Characteristics of good CRM survey

UNIT III

CRM and B2B Commerce: Building Customer loyalty in B2B set up, CRM in creating value in Business markets, valuing information in logistics, Managing relationship in supply chain, Cross boarder B2B relationship with intermediaries

UNIT IV

Customer relationship in Manufacturing: CRM in pharmaceutical industry, CRM in Cement industry, Automobile industry, office equipment supplies, house hold equipment supplies

UNIT V

CRM in services: CRM and its application in Banking and insurance, hospitality, Health care, Telecom sector, implementation of eCRM Current trends in CRM application

Suggested Readings:

1. Seth, Parvatiyar and Shainesh; Customer Relationship Management, Tata McGrawhill New Delhi 2001
2. Gosny and Boehm, Customer Relationship Management Essentials, PHI, New Delhi 2011

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3. Mukherjee, Kaushik; Customer Relationship Management A strategic Approach to Marketing, PHI 2014
4. Alok Rai, Customer Relationship Management, Concepts and Cases, PHI New Delhi, 2015

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**E- Marketing
MBA 2M09
Credit: 04**

Course Objectives

- To bridge result of information technology applied to traditional marketing.
- To acquaint the students with the emerging business models, personalization techniques, competition, pricing, and new product development for optimization of a company's business activities using digital technology.
- To create awareness about product co-creation, online value for connected consumers, customer relationship management and issues related with e marketing.

Unit I: A Framework for Electronic Marketing

E-Marketing trend, past present and future; Power shift to individuals; Strategic E Marketing and performance metrics, E Marketing Plan, The Global E Market issues and digital divide

Unit II: Online Marketing Tools

E Marketing Research, Knowledge management metrics, Ethical and Legal Issues; Digital Property and Data ownership, Competitive Research Online, Measuring Results from Online Marketing

Unit III: The Online Consumer and E Market Communication

Consumer Behaviour Online; Social Shopping; The Online Exchange Process; Building Online Communities; IMC Goals; Social Media Strategies; Owned, Paid and Earned Media; Social Network and Search Marketing; User Engagement Levels; Location Apps and Social Apps

Unit IV: Strategic E Marketing and the Product: Online Offer

Segmentation, Targeting, Differentiation, and Positioning Strategies; Interest communities attitude and behavior; Influential and Online engagement levels; Product and Online brand value; Marketing Mix and CRM strategies

Unit V: Emerging Issues in E Marketing

Online value; Pricing strategies and placement on web pages; E Distribution and infomediary models; Online retailing; e Commerce; Mobile commerce; and Social Commerce, B2B, B2C and C2C Markets;

Suggested Readings

1. Judy Strauss and Raymond Frost: E-Marketing, Seventh ed., Pearson Education
2. Rob Stokes: E-Marketing: The Essential Guide to Marketing in a Digital World, Fifth ed.
3. Alan Charlesworth: Internet Marketing: A Practical Approach, Taylor & Francis India Pvt. Ltd

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**E-Marketing
MBA 2M09
Credit: 4**

Course Objectives

- To bridge result of information technology applied to traditional marketing.
- To acquaint the students with the emerging business models, personalization techniques, competition, pricing, and new product development for optimization of a company's business activities using digital technology.
- To create awareness about product co-creation, online value for connected consumers, customer relationship management and issues related with e marketing.

Unit I: A Framework for Electronic Marketing

E-Marketing trend, past present and future; Power shift to individuals; Strategic E Marketing and performance metrics, E Marketing Plan, The Global E Market issues and digital divide

Unit II: Online Marketing Tools

E Marketing Research, Knowledge management metrics, Ethical and Legal Issues; Digital Property and Data ownership, Competitive Research Online, Measuring Results from Online Marketing

Unit III: The Online Consumer and E Market Communication

Consumer Behaviour Online; Social Shopping; The Online Exchange Process; Building Online Communities; IMC Goals; Social Media Strategies; Owned, Paid and Earned Media; Social Network and Search Marketing; User Engagement Levels; Location Apps and Social Apps

Unit IV: Strategic E Marketing and the Product: Online Offer

Segmentation, Targeting, Differentiation, and Positioning Strategies; Interest communities attitude and behavior; Influential and Online engagement levels; Product and Online brand value; Marketing Mix and CRM strategies

Unit V: Emerging Issues in E Marketing

Online value; Pricing strategies and placement on web pages; E Distribution and infomediary models; Online retailing; e-Commerce; Mobile commerce; and Social Commerce, B2B, B2C and C2C Markets;

Suggested Readings

4. Judy Strauss and Raymond Frost: E-Marketing, Seventh ed., Pearson Education
5. Rob Stokes: E-Marketing: The Essential Guide to Marketing in a Digital World, Fifth ed.
6. Alan Charles worth: Internet Marketing: A Practical Approach, Taylor & Francis India Pvt. Ltd

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**Marketing Analytics
MBA2M13
Credits- 02**

Course Description

Organizations, large and small, are inundated with data about consumer choices. But that wealth of information does not always translate into better decisions. Knowing how to interpret data is the challenge and marketers in particular are increasingly expected to use analytics to inform and justify their decisions. Marketing analytics enables marketers to measure, manage and analyse marketing performance to maximize its effectiveness and optimize return on investment (ROI). This course gives the platform for sharing information with a wider audience in order to get better alignment with strategy, realising cost efficiency, improved competitiveness. It would provide a solid understanding of how to use marketing analytics to predict outcomes and systematically allocate resources.

Course Objective

- To sensitize students to typical data-driven marketing problems.
- To introduce students to marketing research methods.
- To develop competency of students in marketing analytics.

UNIT- I Marketing Analytics: An introduction

Correlational research methods, cross-sectional data, descriptive statistics, error, experimental research methods, inferential statistics longitudinal data, market research, model, model fit, population, sampling. Introduction to the software- SPSS/SAS/R.

UNIT- II Basics of Marketing Research

Classification of Variables- categorical, continuous and discrete variables; Dependent and independent variables; latent and manifest variables; mediator, moderator and control variables. Types of Scales- nominal, ordinal, interval scale and ratio scales. Market research, market research process, measurement error, objectivity. Hypothesis- Null and Alternate.

UNIT- III Data Types and Data Collection

Data Types- qualitative and quantitative. Reliability, research question, test statistics, theory, validity. Data Collection- Survey Design v/s Experimental Design, open-ended v/s closed ended, cross-sectional v/s longitudinal design, double-barrelled questions, leading questions, types of surveys, measurement bias, Likert/ staple/ SD scales.

UNIT- IV Data Exploration

Measures of central tendency, probability, range, sampling distribution, standard deviation, standard error, sum of squares. Graphical profiling: boxplot, histogram, missing values, outliers.

Distribution- normal distribution, Skewness, kurtosis, normal distribution assumptions and other distributions.

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UNIT- V Data Analytics

Significance level, confidence level, p-value, T-tests and ANOVA, Chi-square test, Covariance and Correlation, Regression Analysis: Simple and Multiple Regression, Testing Assumptions of Regression Models, Importance of R-square, criticality of multi-collinearity.

Suggested Readings:

1. Malhotra, N. K. & Dash, S. (2015). *Marketing Research*. Pearson Education India.
2. Field, A. (2005). *Discovering Statistics using SPSS*. Sage: London.
3. Kothari, C. R. (2004). *Research Methodology: Methods and Techniques*. New Age International.

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**Sports Marketing
MBA2E14
Credit: 02**

Course Description

The main objective of the course in Sport Marketing is to understand the marketing concepts in sport management and develop an understanding of the sports industry. The course would benefit the students and increase their employability in marketing positions in sport clubs and governing bodies; sport marketing agencies; sport consultancies; companies with a strong link with the sport sector (sport retailers, sponsors etc); sporting venues and events as also organisers.

Course Objectives

1. Develop abilities in a student to critically analyse generic and sports-specific marketing theories and their application in the sports business marketplace.
2. Enable the student to critically evaluate sports business management and marketing practice within the national and international sport industry.
3. Develop ability in student to conduct research in the area of sports marketing and management.

Course Content

Unit 1: Introduction Sports Marketing

Introduction to sports marketing; Internal marketing, stakeholders and consumers of the sports industry; Personal and Professional Development in Sport; Understanding the Sport Consumer

Unit II: Contemporary Issues in Sports Promotion and Marketing

Contemporary issues in sports promotion and marketing; advertising and PR; Sports broadcasting and media; Sport branding; Legal/commercial aspects of sport business; integrated marketing communications in building sports brands; Marketing and communication; Sport sponsorship and events

Unit III: Emerging Issues in Sport Business Management

Strategic marketing in sports business; Sport, gender, ethnicity and identity; Role of digital media in sports business, Globalisation and Internationalization of sport business management; Key issues and trends within the global sports industry; Research in action

Suggested Readings

1. The Principles of Sport Marketing, Gary Bernstein, Sagamore Publishing, Urbana, IL: USA
2. Sport Management: Principles and Applications, R. Hoye, A. Smith, H. Westerbeek, B. Stewart, & M. Nicholson, Elsevier, Oxford, UK
3. Strategic Sport Marketing, David Shilbury, Hans Westerbeek, Shayne Quick and Daniel Funk, Allen & Unwin, Australia

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**Design Thinking and Problem Solving
MBA2E03
Credits: 4**

Course Description

Design thinking is an iterative process of discovery, ideation, and experimentation that employs design-based techniques to gain insight and yield innovative solutions for virtually any type of organizational or business challenge. It is a problem-solving methodology especially suited for investigating ill-defined problems. This course provides an introduction to design thinking for budding business managers, entrepreneurs, policy makers, social innovators and anyone else interested in learning more about an approach that can be applied to a variety of “wicked” problems.

This course shall unpack each step of the design thinking process and make students familiar with the design thinker's toolkit. Students will develop skills as ethnographers, visual thinkers, strategists, and storytellers through a hybrid of seminars, discussions and collaborative projects.

Course Objectives

While studying this course the students:

- Learn the whole process of design thinking.
- Learn the basic tools and techniques employed in design thinking.
- Learn to think as problem solvers in creative ways.

Course Contents

Unit-I: Introduction to Design Thinking

Understanding Design Thinking; Design Thinking Models; Applications of design thinking; Business Model Innovation; Visualization Tool

Unit-II: Idea Generation and Experimentation

Mind Preparation; Storytelling Tool; Idea Generation Process; Mind Mapping Tool; Launch Tool; Strategic Opportunities

Unit-III: Problem Identification and Idea Generation Techniques

Problem/Opportunity Finding: Osborne/Parnes Approach; Idea Generation Techniques; Brainstorming, Idea Engineering, Attribute listing, Morphological Analysis; Thinking techniques:

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Unit-IV: Problem Structuring and Solving Techniques

Graphic tools, Modelling, and Relationship Analysis Techniques- Interpretive Structure Modelling, Flexibility Influence Diagrams, SAP-LAP framework, Scenario Building techniques

Unit-V: Problem Solving and Synthesis

Rapid prototyping; Synthesis; Iterations; Formative feedback; Action planning; Launch tools; Miscellaneous issues.

Text and References

- Cross, N. (2011). *Design Thinking: Understanding How Designers Think and Work*. Bloomsbury Academic.
- Kelley, T., Littman, J., (2001). *The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm*. Crown Business
- De Bono, E., (2016). *Lateral Thinking*. Penguin.
- De Bono, E., (1999). *Six Thinking Hats*. Penguin.
- Jeanne Liedtka and Tim Ogilvie, *Designing for Growth: A Design Thinking Tool Kit for Managers* (New York: Columbia University Press, 2011)
- Brown, Tim (2013). *Change by Design*. Harper Business.
- Michalko, M. (2001). *Cracking Creativity: The Secrets of Creative Genius*. Ten Speed Press.
- Belsky, S., (2011). *Making Ideas Happen: Overcoming the Obstacles Between Vision and Reality*. UK. Penguin.
- Saxena, J.P, Sushil and Vrat, P. (2006), *Policy and Strategy Formulation: An Application of Flexible Systems Methodology*, GIFT Publishing, New Delhi
- Khandwalla, P., (2004) *Lifelong Creativity: An Unending Quest*. Tata McGraw Hill.

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**Entrepreneurship and Small Business Management
MBA2E05
Credits: 4**

Course Description: The objective of the course is to make students understand the nature of and importance of Entrepreneurship, which will allow them to get the required intuition and interest in starting their own start-ups.

Course Objectives:

While studying this course the students:

- The students' will acquire basic knowledge on Skills of Entrepreneurship.
- The students' will understand the techniques of selecting the customers through the process of customer segmentation.
- Business Models and their validity are understood by the students'.
- The basic cost structure and the pricing policies are understood by the students'.
- The students' will acquire knowledge about the project management and its techniques.
- The students' get exposure on marketing strategies for the Start up.

Unit – I: Introduction to Entrepreneurship

Entrepreneurship as a Career; Benefits and Myths of Entrepreneurship; Characteristics, Qualities and Skills of Entrepreneurship; Impact of Entrepreneurship on Economy and Society; **Opportunity & Customer Analysis**- Identifying one's Entrepreneurial Style, Identify Business Opportunities, Finding and understanding Customer Problems, Process of Design Thinking, Customer Segmentation and Targeting, Customer Adoption Process, Crafting Value Proposition.

Unit – II: Business Model & Validation

Types of Business Models- Lean approach; Problem-Solution Test; Solution Interview Method; Difference between Start-up Venture and Small Business; Industry Analysis; Minimum Viable Product (MVP); Build-Measure-Learn Feedback loop; Product-Market fit test.

Unit – III: Economics & Financial Analysis

Revenue sources of Companies; Income Analysis, and Costs Analysis; Basics of Unit Costing; Break Even Analysis; Profit Analysis; Customer Value Analysis; Pricing Strategies; Sources of Finance; Investors Expectations; Return on Investment; Pitching to Investors and Corporates.

Unit – IV: Team Building & Project Management

Leadership Styles; Shared Leadership Model; Team Building in Venture; Collaboration tools and techniques- Brainstorming, Mind mapping; Importance of Project Management, Time Management, Workflow, Network Analysis Techniques; **Marketing & Business Regulations**- Positioning, Digital presence, Measuring effectiveness of Channels, Sales Plans and Targets, Unique Sales Proposition (USP), Follow-up and close Sales; Business regulations, Start-up Ecosystem, Government schemes.

Unit – V: Exploring Institutional Voids

Corruption and Institutional Failure in South Asia; Voids in Education, Healthcare, Financial Inclusion; public system Cases on opportunity's recognition; leveraging technology to fill institutional voids.

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References:

- Alfred E. Osborne, Entrepreneur's Toolkit, Harvard Business Essentials, HBS Press, USA, 2005.
- Rajeev Roy, "Entrepreneurship "Oxford University Press, New Delhi, 1st Edition, 2012. ISBN: 9780198072638
- Ash Maurya, "Running Lean: Iterate from Plan A to a Plan That Works (Lean Series) "O'Reilly Media, Inc, USA; 2nd Edition.ISBN-10: 1449305172
- H. Nandan, Fundamentals of Entrepreneurship, Prentice Hall of India, First Edition, New Delhi, 2007.
- S.R. Bhowmik, M. Bhowmik, Entrepreneurship-A tool for Economic Growth And A key to Business Success, New Age International Publishers, First Edition, (formerly Wiley Eastern Limited), New Delhi, 2007
- Khanna, Tarun. Billions of Entrepreneurs: How China and India Are Reshaping Their Futures—and Yours, Harvard Business School Publishing (Boston, MA), 2007.

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**Strategic Plan & Business Models
MIB2E10
Credit: 2**

Course Description

This course develops a structured way to think about strategic plan & business models and uses exercises and examples to train the students in the science of business model analysis and to help them practice the art of business model construction.

Course Objectives

- Understand and able to explain the purpose, role and importance of business models
- Demonstrate the ability to analyze business models
- Develop the ability to design business models

Course Contents

Unit 1: Strategic Plan

Key aspects of a Strategic Plan; Inputs for Strategic Plan; Activities; Tools and approaches; Strategic map

Unit 2: Business Models (BM)

What is a BM; Role and importance of BM, BM types; Key elements of a business model; Value proposition

Unit 3: Business Model Implementation

Business Model Canvas; Digital Business Models; From plan to practice and Road mapping; Evaluation of BM

Suggested Readings:

- Johnson, M. 2010. Seizing the White Space: Growth and renewal through business model innovation. Harvard Business School Press, Boston. ISBN 978-1-4221-2481-9
- Osterwalder A, Yves Pigneur. (2010). Business Model Generation. John Wiley & Sons, Inc, 111, river street, Hoboken, New Jersey 07030.
- Mullins, J. and R. Komisar. 2009. Getting to Plan B: Breaking through to a better business model. Harvard Business Press. Boston. ISBN 978-1-4221-2669-1
- C K Prahalad, R. A. (2010, July-August). Innovation's Holy Grail. Harvard Business Review.
- Fiel, E. (2013). Conceptualising Business Models: Definitions, Frameworks and Classifications. Journal of Business Models, Vol. 1, No.1, 85-105.
- This course is supplemented with insights from case studies, scholarly articles, and recent corporate practices.