

Syllabus For MBA- IIIrd Semester

Semester	Course Code	Course Title
III	303	Entrepreneurship Development and Innovation Management
Type	Credits	Evaluation
CORE	5	CES
<u>Learning Outcomes:</u>		
I) They will understand the process of starting an entrepreneurial activity		
II) They will have complete understanding of a startup		
III) They will have complete knowledge of an Innovation process right from Ideation to commercialization		
IV) They will have knowledge of generating finance for a startup and how to organize business		
Unit No.	Syllabus: Entrepreneurship Development and Innovation Management	Hrs.
1	<i>Introduction to Entrepreneurship:</i> Entrepreneurs, entrepreneurial personality and intentions - characteristics, traits and behavior, entrepreneurial challenges faced in BRIC Nations	5
2	<i>Innovation:</i> Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation (service, process, product), Radical vs incremental innovation, Technology innovation vs business model. Challenges to innovation. Differences between invention and innovation, Sustainability and Innovation, Innovation and entrepreneurship with reference to Developing Countries	7
3	<i>Innovation management:</i> Innovation Management Strategies, Definitions for innovation and innovation management; Innovation process, Intrapreneurship and Innovation- Innovative work environments, Driving Intra-organizational innovation, Innovation Policies in India that help Startups	6
4	<i>Creativity:</i> What is Creativity? Components of Creativity, Creativity Process and Techniques, Barriers to creativity, Organization and personal factors to promote creativity. Principles and Techniques for Creative Ideas, Six Hat Thinking Exercises and Lateral Thinking Exercises. Methods and Tools for Creative Problem Solving.	7
5	<i>Crafting Business Models And Lean Start-Ups:</i> Introduction to business models; Creating value propositions, conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models; Business model canvas, Introduction to lean startups, Business Pitching, Developing Nations VS rest of world Startup business models	7
6	<i>Organizing Business and Entrepreneurial Finance:</i> Forms of business organizations, sources and selection of venture finance options and its managerial implications. Policy Initiatives -role of institutions in promoting entrepreneurship. Various Financial Initiatives implemented in the developing nations.	4

Semester	Course Code	Course Title
III	305	Change Management
Type	Credits	Evaluation
Core	5	CES
<u>Learning Outcomes:</u>		
<p>I) Understanding the change process in organizations and the factors hindering change.</p> <p>II) Understand the Organizational Development as a change process and have a knowledge of the various interventions.</p> <p>III) Appreciate the Organizational Work Processes and its implication for bringing about change in organizations.</p> <p>IV) Realize the significance of culture and leadership in managing change.</p> <p>V) Analyze problems emanating from the human side of the enterprise and apply HR initiatives to manage them.</p> <p>VI) Give the students the global perspective on change management</p>		
Unit No.	Syllabus – Change Management	Hrs.
1	<i>Fundamentals of Change:</i> Defining change Management, Forces for change; internal forces, external forces. Resistance to change; individual resistance to change, organizational resistance to change. Techniques to overcome resistance to change, Types of change, Strategies to manage change, Kurt Lewin’s Model of change.	03
2	<i>Changing the Human Side of the Enterprise:</i> Organizational Development - Definition, characteristics, process of Organizational Development, OD and Action - Research based model of change, Diagnostic Models; purpose of diagnostic models, Weisboard’s Six Box Model, Congruence Model, OD Interventions - definition and classification of OD interventions, Role of OD consultant, Ethical Issues in OD.	06
3	<i>Organizational Change:</i> Defining organizational change, targets of organizational change, Lewin’s Force –Field Theory of change, Evolutionary Change in organizations; TQM, Six Sigma, Flexible workers and Flexible Work Teams, Revolutionary Change in Organizations; Business Process Re-engineering, Restructuring, Innovation.	07
4	<i>Leading Change:</i> Transformational and Transactional leadership, Visionary and Charismatic leadership, Creating Shared Vision, Leadership and change, Ingredients of leadership for creativity & Innovation, Challenges in leading for creativity & Innovation, Digital Transformations of Indian Industries	04

5	<p><i>Change & HR Management:</i> Role of HR professionals in managing change, Individual Issues in managing change; communication, employee training, creating a common value orientation, participative management. Group Issues in managing change; Team building, Self-Managed Teams, Cross Functional Teams, HRD initiatives and attitudinal change, attitude surveys, Overview of Performance Management, Performance Models, performance driven organizational change, Performance Matrix, managing change through Balanced Scorecard, HR Scorecard, HR Policies developed and implemented post COVID-19 in India</p>	06
6	<p><i>Culture and Change:</i> Introduction, Concept of Organizational Culture, Dimensions of Culture, Types of Culture, Assessing Organizational Culture, Role of Culture in Managing Change, Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Organizational Politics; the link between Politics, Power and Conflict, Power and conflict in times of change. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation? How Culture is a driver to change? Cases Studies of BRIC Nation companies.</p>	04

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021

Semester	Course Code	Course Title	
III	302	Operations Research for Managers	
Type	Credits	Evaluation	Marks
Core	5	CES	UE:IE = 50:50
<u>Learning Outcomes :</u>			
I) Understand Operations Research Concepts.			
II) Know the importance of Operations Research tools and techniques.			
Unit No.	Syllabus – Operations Research for Managers		Hrs.
1	<i>Introduction to Operations Research:</i> Introduction, Historical background, Meaning, Significance, Scope and Limitations of O.R. Features of Operations Research, Phases of Operations Research. Applications of O.R. in Business and Management.		10
2	<i>Linear Programming Problem (L.P.P.):</i> Definition and Components of LPP, Formulation of LPP, Solution of LPP by Graphical Method, Examples on maximization and minimization, Examples on mixed constraints, Special cases in LPP: Alternative or multiple optimal solutions		10
3	<i>Transportation problems (T.P.):</i> Introduction and Formulation of TP, Initial Basic Feasible Solution I.B.F.S. by North West Corner Rule (NWCR), Matrix Minimum Method, Vogel's Approximation Method (VAM), Checking Optimality by Modified Distribution Method (MODI Method), Special cases in TP: maximization, unbalanced TP, restricted TP, applications of T.P. in business.		10
4	<i>Assignment Problems (A.P.):</i> Meaning, definition of AP, Hungarian Method of solving AP, Assignment Problem for Maximization, minimization. unbalanced AP, restricted AP, Multiple /Optimal Solutions, applications of A.P. in business.		10
5	<i>Simulation:</i> Introduction to Simulation, Types of Simulation, steps of simulation process, Monte Carlo technique, business applications and limitations.		10
6	<i>Network Analysis by PERT and CPM:</i> Introduction to Networks, Basic differences between PERT and CPM, Network models – PERT/CPM network components and precedence relationships. Critical Path Analysis, forward pass computation for earliest event time, backward pass computation for latest allowable event time, Program Evaluation and Review Technique (PERT). Determination of PERT times.		10

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	301	Strategic Management	
Type	Credits	Evaluation	Marks
Core	5	CES	UE:IE = 50:50
Learning Outcomes : I) the key dimensions of strategic management – Analysis, Evaluation, Choice & Implementation II) organizations’ ability to implement chosen strategies and identify the areas requiring change III) develop skills in generating alternative solutions to complex problem areas, underpinning each with a supportive and well researched rationale in order to achieve critical success IV) obtain, analyse and apply information from a variety of sources in the public domain			
Unit No.	Syllabus – Strategic Management		Hrs.
1	<i>Introduction to Strategic Management:</i> Concept, Definition, nature, scope, significance, Levels at which strategy operates , Process, Strategic Intent: Vision, Mission, Business Purpose, Objectives and Goals		10
2	<i>External and Internal Resource Analysis:</i> External Business Environment –SWOT Analysis. Industry Analysis- Porters Five Force Model. Resource Based View – Resources – Capabilities – Competencies – Competitive Advantage, Value Chain Analysis. Strategic Analysis and Choice : BCG Matrix, Ansoff Matrix, GE 9 Cell Matrix, Business portfolio Analysis		10
3	<i>Strategy Formulation:</i> Generic Strategies - Low Cost – Differentiation – Focus. Corporate Level Strategy – Stability –Expansion–Retrenchment – Combination. Functional level Strategy: H.R. Strategies, Marketing Strategies, Financial Strategies, Operational Strategies, Strategy formulation process in Indian Industries		10
4	<i>Implementation of Strategy:</i> Issues in implementation of strategy; Strategy Structure relationship; Implementing changes in structure; Restructuring and Re-Engineering; Resource Allocation; Behavioral issues in strategy implementation - organizational culture and change; McKinsey’s 7s framework, Implementation issues post COVID-19 in the Developing countries		10
5	<i>Strategic Control:</i> Purpose and components of Strategic Control. Evaluation techniques. Control process and system.		10
6	<i>Contemporary Strategic management:</i> Business model innovation - Disruptive Innovation, Blue Ocean Strategy. Global issues in strategic management – the global challenges, strategies for competing in global markets. Comparison between strategies implemented in Indian and Other European Companies		10

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021		
Semester	Course Code	Course Title
III	306	DIGITAL MARKETING
Type	Credits	Evaluation
Core	5	CES
Learning Outcomes :		
I) Students will be able to understand the concepts of Digital marketing II) Students will be able to know the consumer behavior in the digital world III) Students will be able to plan digital marketing strategy IV) Students will be able to understand significance of various digital marketing platforms for digital marketing V) Students will be able to understand and use CRM in digital marketing		
Unit No.	DIGITAL MARKETING	Hrs.
1	<i>Introduction to Digital Marketing</i> : Introduction, Nature, scope and significance of digital marketing. Difference between traditional marketing and digital marketing. Digital marketing platforms. Digital Marketing Era and the way forwards	5
2	<i>Digital Consumer</i> : Understanding Consumer behavior in digital world. Marketing Funnel. Digital marketing funnel. Understanding the digital business. STP for digital marketing. Concept of Online marketing Mix. The digital revolution in India	5
3	<i>Digital marketing Strategy</i> : How to create effective digital marketing strategy, digital marketing planning- Strategy, Goal, Action. Digital marketing channels. Strategies used in Indian Companies	5
4	<i>Digital marketing Platforms</i> : Search Engine Optimization (SEO) CONCEPT, SIGNIFICANCE, Optimizing website, On Page Optimization, Off Page Optimization. Introduction to SEM, introduction to E mail Marketing , Mobile Marketing, content marketing, affiliate marketing, social media marketing	5
5	<i>Digital marketing analytics</i> : Introduction to digital marketing analytics, difference between why digital marketing analytics, what is DMA, digital marketing analyst. Tools for digital marketing analytics. Different Tools used in Industry	5
6	<i>CRM</i> : Concept, significance, e-CRM, difference between CRM and e-CRM., Tools for CRM	5

Semester	Course Code	Course Title	
III	MK01	Consumer Behaviour	
Type	Credits	Evaluation	Marks
Core Elective	5	CES	UE:IE =50:50
<u>Learning Outcomes:</u>			
i) To learn the knowledge of the Consumer Behavior in Marketing.			
ii) To identify the needs and wants of the customers.			
iii) To analyze the environmental influences on Consumers.			
iv) To know to the steps in Buying Behavior process.			
v) To realize the Consumer Behavior in Indian context.			
vi) To learn the Consumer Behavior in B2B marketing.			
Unit No.	Syllabus – <i>Consumer Behavior</i>		Hrs.
1	<i>Introduction to Consumer Behavior:</i> Meaning of Customers and Consumers, Difference between Customers and Consumers, Types of Customers and Consumers. Definition and Meaning of Consumer Behavior, Different Buying Roles in Consumer Behavior, Importance of Consumer Behavior in Marketing.		5
2	<i>Individual Determinants of Consumer Behavior:</i> Consumer Needs- Meaning of Consumer Needs, Maslow’s Hierarchy of Needs. Motivation and Involvement–Meaning of Motivation, Elements of Motivation, Buying Motives and its types, Positive and Negative Motivation. Involvement – Meaning and Types of Involvement, Measures of Involvement. Personality and Self-concept–Meaning of Personality, Nature of Personality. Self-concept – Meaning of Self-concept, Components of Self-concept. Perception Learning– Meaning of Perception, Elements of Perception. Learning - Meaning of Learning, Elements of Learning. Attitude and Attitude change–Meaning of Attitude, Characteristics of Attitude, Strategies for Attitude change.		8
3	<i>Environmental Determinants of Consumer Behavior:</i> Cultural influences, Sub cultural influences, Social Class influences, Social Group influences, Family influences and Personal influences on Consumer Behavior.		5
4	<i>Consumer Buying Decision Making Process:</i> Need recognition, Information Search, Evaluation of alternatives, Purchase decision, Post Purchase behavior. Consumer Behavior Models: Howard Seth Model, Engel-Blackwell-Miniard Model and Nicosia Model of Consumer Buying behavior, Asian consumer buying behavior and parameters influencing buying behavior		5
5	<i>Types of Buying Behavior:</i> Complex Buying Behavior, Dissonance-Reducing Buying Behavior, Habitual Buying Behavior and Variety Seeking Buying Behavior. E-Buying Behavior. Consumer Research: Meaning of Consumer Research, Consumer Research Process, Methods of Consumer Research, Role of Consumer Research in Consumer Behavior. Diffusion and Adoption of Innovation: Meaning of Diffusion of Innovation, Diffusion of Innovation Process, Meaning of Adoption of Innovation, Adoption of Innovation Process, Comparison between European and BRIC nations Innovation Process , Importance of Adoption and Diffusion of Innovation in Consumer Behavior.		8
6	<i>Introduction to B2B Marketing -</i> Meaning of Business Marketing, Business Market Customers, Characteristics of Business Markets, Organizational Buying Behavior, Marketing Strategies for Business Markets, Organizational Markets in India and Asian Countries		05
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Semester	Course Code	Course Title	
III	MK02	Services Marketing	
Type	Credits	Evaluation	Marks
Core Elective	5	CES	UE:IE =50:50
Learning Outcomes:			
I) Understand the challenges and opportunities involved in services sector.			
II) Understand the aspects of developing new services, promoting the services and making it available in a convenient manner.			
Unit No.	Syllabus – Services Marketing		Hrs.
1	<i>Introduction to Services:</i> Meaning, Goods Vs Services, Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Classification of Services; Growth of Service Sector in India , Factors responsible for growth of service sector in India.		5
2	<i>Services Marketing Mix:</i> Introduction to the 7 Ps of Services Marketing Mix; Product-Levels of service product, the Flower of Service, Service Blueprint- the concept, components of service blueprint, Steps involved in preparing service blueprint, Stages in new service product development, Service Life Cycle Place : Place – Distribution Strategies for Services, channels of distribution in services, Challenges in distribution of Services Promotion: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Services marketing triangle Pricing: Pricing objectives, Pricing strategies- market skimming , market penetration, synchro pricing, psychological or odd pricing , market segmentation pricing		6
3	<i>People:</i> role of service employees in a service business, Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees Physical evidence: Nature, Importance of physical evidence in services; Service scope. Process: Service as a process & as a system– Strategies for managing inconsistency – Customers as ‘co-producers’ of services; Self Service Technologies		5
4	<i>Service Guarantee</i> – Concept, Handling complaints effectively; Defects, Failures and Recovery.		4
5	<i>Service Quality:</i> Meaning, Determinants /dimensions of service quality; How customers evaluate service performance, Service Quality Models- Gaps Model, SERVQUAL		5
6	<i>Managing the demand and supply of services:</i> patterns and determinants of demand, strategies for managing the demand, managing the capacity- capacity planning – waiting line strategies, inventorying the demand through reservations. Asian Case studies of demand and supply chain		5