

SHRI VISHWAKARMA SKILL UNIVERSITY

(Enacted by the Act 25 of 2016, State of Haryana)

DUDHOLA, PALWAL



MBA

NSQF Level 9

Batch 2021-2023 and Onwards

MBA Scheme and Syllabus - For Academic Session 2021 and Onwards

Scheme (Semester I & II)

Semester 1: (12+18)

Semester 2: (12+18)

Semester 3: (12+18)

Semester 4: (12+18)

Semester 1

Code	Subject	Credits			Hours			Theory (Marks)			Practical (Marks)			Total
		T	Tu	To	T	P	To	I	E	To	I	E	To	
CSE803	Information & Technology for Managers	2	2	4	30	60	90	30	70	100				100
MAN802	Statistical Analysis	3	1	4	45	30	75	30	70	100				100
MFM805	Accounting and Financial Management	3	1	4	45	30	75	30	70	100				100
MAN803	Managerial Economics	3	1	4	45	30	75	30	70	100				100
AEC801	Viva-Voce	0	2	2							50	50	100	100
SEC Total		12	6	18	165	150	315	120	280	400	50	50	100	500
MGM801	Fundamentals of Management and Organizational Behaviour	3	1	4	45	30	75	30	70	100				100
MGM804	Professional Communication	3	1	4	45	30	75	30	70	100				100
MMK804	Marketing Management	3	1	4	45	30	75	30	70	100				100
GEC Total		9	3	12	135	90	225	90	210	300				300
Total		21	9	30	300	240	540	210	490	700	50	50	100	800

Semester 2

Code	Subject	Credits			Hours			Theory (Marks)			Practical (Marks)			Total
		T	Tu	To	T	P	To	I	E	To	I	E	To	
CSE804	Management Information System	1	2	3	15	60	75	30	70	100				100
OMS802	Entrepreneurship	2	0	2	30	0	30	30	70	100				100
MFM806	Management Accounting	1	2	3	15	60	75	30	70	100				100
MGM808	Production & Operations Management	1	2	3	15	60	75	30	70	100				100
AEC802	Industry Project	0	7	7	0	210	210				100	100	200	200
SEC Total		5	13	18	75	390	465	120	280	400	100	100	200	600
MGM809	Business Environment	2	2	4	30	60	90	30	70	100				100
MGM810	Marketing Research	2	2	4	30	60	90	30	70	100				100
MHR803	Human Resource Management	2	2	4	30	60	90	30	70	100				100
GEC Total		6	6	12	90	180	270	90	210	300				300
Total		10	20	30	165	570	735	210	490	700	100	100	200	900

Semester 3

Code	Subject	Credits			Hours			Theory (Marks)			Practical (Marks)			Total
		T	Tu	To	T	P	To	I	E	To	I	E	To	
-	Elective 1	2	2	4	30	60	90	30	70	100				100
-	Elective 2	2	2	4	30	60	90	30	70	100				100
AEC905	Summer Internship Project	0	8	8	0	240	240				100	100	200	200
AEC906	Viva Voce	0	2	2	0	0	0				50	50	100	100
SEC Total		4	14	18	60	360	420	60	140	200	150	150	300	500
-	General Elective 1	2	2	4	30	60	90	30	70	100				100
-	General Elective 2	2	2	4	30	60	90	30	70	100				100
MGM916	Strategic Management	2	2	4	30	60	90	30	70	100				100
GEC Total		6	6	12	90	180	270	90	210	300				300
Total		10	20	30	150	540	690	150	350	500	150	150	300	800

Semester 4

Code	Subject	Credits			Hours			Theory (Marks)			Practical (Marks)			Total
		T	Tu	To	T	P	To	I	E	To	I	E	To	
AEC907	Industry Project	0	18	18	0	540	540				200	200	400	400
SEC Total		0	18	18	0	540	540				200	200	400	400
-	Elective 3	2	1	3	30	30	60	30	70	100				100
-	Elective 4	2	1	3	30	30	60	30	70	100				100
AEC908	Seminar Research	0	4	4	0	120	120				100	100	200	200
OAE101	Human Values & Professional Ethics	2	0	2	30	0	30	30	70	100				100
GEC Total		6	6	12	90	180	270	90	210	300	100	100	200	500
Total		6	24	30	90	720	810	90	210	300	300	300	600	900

Syllabus

SEMESTER-I

INFORMATION & TECHNOLOGY FOR MANAGERS

Course Code: CSE803

Course Credit: 04 (2-2-0)

Max. Marks: 100 (30I+70E)

Objective: The objective of course is to familiarize the students with the basic concepts of IT application in business.

Learning Outcome:

L01: Develop an information technology solution to a real-world problem including design, implementation, and evaluation of the computer-based system.

L02: Explain and apply the core aspects of information technology principles and tools, and manage use of various operating systems in a business context

L03: Apply various network and communication technologies for computing in business organisation

L04: Design and use spreadsheets and database applications for business processes and tracking

L05: Construct a conceptual database model and write queries for relational databases

Unit	Contents
Unit I L01	Evolution of Information Technology, Indian Computing Environment, computer applications in Business, IT enabled Services, current and Emerging Trends in IT, IT and Innovation, Process Modelling and digital convergence
Unit II L02	Generations of programming languages, operating systems, Types of Software, Operating System, memory and storage, Input and output Devices and their mechanisms, flowcharts and system Modelling, phases of Information System, Traditional System Life Cycle, Prototypes, Application Packages, End User Involvement
Unit III L03	Approaches to computing in organizations, Telecommunications in Business, types of networks, Functions and components, protocols, IP Addresses, Bounded and unbounded medium Technologies, ISP, Web Server, Domain Names, Mail Server, SMTP, POP3 and IMAP4
Unit IV L04	Microsoft EXCEL, Introduction to Spread Sheet software, creation of spreadsheet, Applications using worksheets and workbooks, formatting, editing, functions, Graphics, what-if analysis. MS Power Point 2007 features and applications for customized shows and settings
Unit V L05	Concept of Databases, Types of database models, Relational databases, concept of primary and secondary key, Introduction to MS Access; concept of forms and queries in MS ACCESS

Suggested Readings:

- Information Systems- The Foundation of Steven Alter, E- Business Pearson Education
- Information Systems for Managers Ashok Arora & Akshay Bhatia, Excel Books
- Introduction to Information Technology ITL Education Solutions, Pearson

STATISTICAL ANALYSIS

Course Code: MAN802

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course Objective

The basic aim of this course is to impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management

Learning Outcomes

L01: To enhance knowledge in probability theory

L02: To understand normality and its distribution concepts.

L03: To stress the need for collection of data and its dispersion techniques.

L04: To draw conclusions over the hypothetical situations.

L05: To determine the relationship between dependent and independent variables.

L06: To apply time series analysis in market prediction rates.

L07: To measure the trend setting factors for projection of sales and demand curves.

L08: To extract the variance among the factors of study concerned.

Unit	Topics
I L01 L02	Introduction to Statistics - Collection of Data - Measures of Central Tendency & Dispersion in Frequency Distribution; Probability Theory- Addition, Multiplication & Baye's Theorem. Test for Normality. Skewness & Kurtosis; Clean Data; z-scores, measuring performance
II L03 L04	Distributions and confidence intervals; One sample tests and Bivariate Analysis; Visually represent descriptive statistics; Hypothesis Testing -Test for Single Mean & Two Mean- Chi-Square test, F test - ANOVA
III L04 L05 L06	Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov - test for goodness of fit, comparing two populations. Mann - Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.
IV L06 L07	Linear and Logistic Regression; Dummy Variable; Bivariate analysis; Selecting the best model and reporting results; Multivariate analysis
V L07 L08	Time Series Analysis , Components Business Forecasting - Objectives of forecasting in business - Prediction, projection and forecasting - Characteristics of business forecasting - Steps in forecasting , Methods of Business Forecasting.

Recommended Books

1. R.S.N. Pillai, V. Bagavathi," Statistics", S.Chand Limited, latest Ed,
2. N.D. Vohra, "Business Statistics", Tata McGraw-Hill Education, latest Ed.
3. G. V. Shenoy, Uma K. Srivastava, S. C. Sharma," Business Statistics", New Age International, latest Ed.
4. Beri," Business Statistics" TataMcGraw Hill, latest Ed.
5. Keller. G," Statistics for Management", Cengage Learning, latest Ed.

6. J. K Sharma, "Business Statistics", Pearson, latest Ed.

7. Arora PN & others, " Complete Statistical Methods", S. Chand, latest Ed.

ACCOUNTING AND FINANCIAL MANAGEMENT

Course Code: MFM805

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course Objectives:

The basic purpose of this course is to develop a strategic and policy perspective with respect to the principles of accounting and utilization of accounting information for general purpose decision making in an organisation. The emphasis is on core ideas and techniques with reinforced understanding using practical examples.

Learning Outcomes:

L01: Understanding how accounting decisions affect real company practices.

L02: Understand the concepts of Depreciation, Inventory valuation and the methods employed by Indian Companies.

L03: Strengthening the foundations of the analytical approach to Managerial decision-making.

L04: Understanding the production problem and how managers make input purchase decisions.

Unit	Topics
I L01	Accounting Theory: Concept, Importance, Scope of Accounting, Generally Accepted Principles of Accounting, Indian Accounting Standards, IFRS, Preparation of Financial Statements, Corporate Balance Sheet – Terms, Contents, Format and Analysis.
II L02 L03	Presentation and Disclosure of Accounting Information: Presentation of Financial Position. Financial Statements of Companies, Analysis of Accounting Information: Financial Statement Analysis. Interpretation of Accounting information,
III L01 L03 L04	Cash Flow Statement, Preparing a statement of Cash Flows. Responsibility Accounting and Divisional Performance Measurement, Transfer Pricing: Definition, Objectives and Methods of Transfer Pricing, Recent developments in the field of Accounting.
IV L03 L04	Introduction to Financial Management: Meaning & Scope. Long term sources of funds, cost of capital and its computation, leverage, EBIT & EPs Analysis; Capital Structure – Theories & Determinants.
V L03 L04	Investment Decisions: Conventional and DLF Methods, Risk Analysis and Capital Budgeting, Introduction to Financial Analysis. Walter Model, Gordon Model, MM Approach. Factors affecting Dividend Policy, Forms of Dividend.

Recommended Readings:

1. Anthony, R.N., Hawkins, F.D., & Merchant, K.A. Accounting: Text and Cases (latest ed.). Tata McGraw Hill.
2. Needles B.E., Powers, M., & Crosson, S.V. Principles of Financial Accounting (12th ed.). South-Western College/West.
3. Hilton, R.W., & Platt, D.E. . Managerial Accounting (latest ed.). **Tata McGraw Hill.**

MANAGERIAL ECONOMICS

Course Code: MAN803

Course Credit: 4 (3-1-0)
Max. Marks: 100 (30I + 70E)

Course Objective:

The objective of this course is to familiarize the students with the concepts and techniques used in micro-economic theory and to develop managerial capabilities for effective decision-making in a variety of different business situations and market conditions. Managerial Economics provide the students with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment. This course provides the foundation for a variety of other courses, like finance, marketing and strategy.

Learning Outcomes:

- L01: Strengthening the foundations of the analytical approach to Managerial decision-making.
- L02: Understanding Consumer Behaviour.
- L03: Understanding the production problem and how managers make input purchase Decisions.
- L04: Understanding the various market structure and how supply is determined in each.
- L05: Understanding the external environment, common information problems faced/created by managers.

Unit	Topics
I L01 L02	Introduction to Microeconomics. Objectives, Marginal Analysis and its uses in the Business Decision- Making.
II L0 L02 L03	Theories of Demand: Preference, Utility Function, Indifference Curve, Revealed Preference Approach, Income and Substitution effects, Demand functions, Demand Forecasting; Managerial Applications.
III L03 L04	Production and Cost: The Production Function, Returns to Scale, Profit Maximization Constrained Optimization Approach to Developing Optimal Input Combination, Relationships, Input Demand Function.
IV L04 L05	Market Structure: Profit Maximization under Different Market Structures, Perfect Competition, Monopoly, Price Discrimination, Other Pricing Strategies of Firms, Monopolistic Competition, Game Theory.
V L04 L05	Models of oligopoly, economics of information.

Suggested Readings:

1. Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E. *Managerial Economics: Theory, Applications and Cases* (latest ed.). W. W. Norton & Company.
2. Bernheim, B. D., Winston, M., & Sen, A. . *Microeconomics*. McGraw Hill Education.
3. Geetika, Ghosh P., & Roy Chowdhury, P. (2017). *Managerial Economics* (latest ed.). McGraw Hill Education.
4. Hirschey, M. . *Managerial Economics: An Integrative Approach*. Cengage Learning.

5. Koutsoyiannis, A. *Modern Microeconomics* (latest ed.). Palgrave, McMillan.
6. Mark, H. (2009). *Fundamentals of Managerial Economics* (latest ed.). Cengage Learning.

VIVA-VOCE

Course Code: AEC801

Course Credit: 02 (0-0-2)
Max. Marks: 100 (50I+50E)

FUNDAMENTALS OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Course Code: MGM801

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course Objectives:

The objective of the course is to help students develop an understanding of the basic management concepts and behavioral processes in organizations which are important for them to adapt to the changing corporate environment.

Learning Outcomes:

L01: Understanding the concept of organizational behavior and developing an understanding of managerial functions, skills and roles.

L02: Understanding the various organization structures and their usefulness

L03: Strengthening the foundations of individual behavior with an understanding of human personality, perception, learning and emotions.

L04: Understanding the basic process of interpersonal relationship and the behavioral approach to Managerial decision-making.

L05: Understanding how managers can use the models to enhance motivational levels of employees.

L06: Develop an understanding of leadership and teams building in organizations.

Unit	Topic
I L01	Basics of Management: Concept, nature, process and significance of management; Managerial levels, skills, functions and roles (with special reference to BFSI); Management Vs. Administration; Contingency Management theories by - F. W. Taylor, Henry Fayol and Elton Mayo.
II L01 L02	Managerial Skill and Functions: Level of Management- Functions of Management; Centralization – Decentralization; Managerial Planning; Organising and Organization structures - Line & Staff – functions, Leading and Staffing; Controlling – Definition, Nature, Importance, Steps, Techniques
III L03 L04	Organisation Behaviour: Definition, Scope, Importance, Concepts of Organisation Behaviour; Values, Attitude and Perception; Perceptual Process, Social perception (stereotyping and halo effect).
IV L04 L05	Motivation- Definition, Theories of motivation, Mc Gregor, A.H. Maslow, Herzberg; Learning- Meaning & Theories.
V L05 L06	Leadership & Team Building –Definition, Importance, qualities of leaders, types of leaders; Success stories of today’s Global and Indian leaders ; Interpersonal and Group Dynamics; Team Building; Personality- Attributes of personality, Type, Ego state, Johari window.

Books Recommended

Text Books

1. Management by Stomen and Jane

2. Organisational behaviour by Stephen Robbins

Reference Books

1. Principles and Practices of management by Shejwalkar
2. Essential of management by Koontz H and Weitrich
3. Principles and Practices of Management by T. N. Chabra
4. Organisational behaviour by Keith & Davis
5. Organisational behaviour by Fred and Luthans
6. Organisational behaviour by K. Ashwatthapa

Web Links

<https://www.swayamprabha.gov.in/index.php/program/archive/16>

<https://www.swayamprabha.gov.in/index.php/program/archive/5>

<http://cec.nic.in/E-Content/Pages/default.aspx>

PROFESSIONAL COMMUNICATION

Course Code: MGM804

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course Objectives:

The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through written, oral and social medium. This course will make students conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts. Sensitivity towards cross-cultural communication will be developed with familiarity with global business etiquette and protocols. The pedagogical focus of the course will be lecture cum workshop-based format with emphasis on practice and skills development.

Learning Outcomes:

L01: Understanding the role of communication in the organizational and Global Context

L02: Understanding the basics of effective written and verbal communication

L03: Understanding the theoretical models of communication and development in communication research

L04: Analysing one's own communication style in different contexts and mediums

L05: Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues

Unit	Topics
I L01 L02	Concepts of Communication in Business: Introduction to Business Communication, Components of Communication (7Cs), Listening Skills , Verbal and Non-Verbal Skills and Presentation Skills., Legal issues in Communication
II L02 L03	Formal Communication: Planning and executing different types of messages, writing reports, proposals and Business plans, Improving personal writing skills
III L03 L04	Interpersonal Communication Skills: Communicating in teams, Negotiation Skills, Communication skills during a conflict, Mentoring and Appraisals, Communication in Social Media and Digital Communication
IV L04 L05	Cross Cultural Communication: Theoretical Framework of Cross-Cultural Communication, Communication across cultures through different mediums, Business Etiquettes across cultures
V L04 L05	Communication for career: Resume writing and cover letters, Group Discussions and Interviews, Communication during Exit Interviews, Ethics and Communication

Recommended Readings:

- Lehman, C. M., Dufrene D. D., & Sinha, M. *BCOM: The South Asian Perspective on Business Communication* (latest ed.). New Delhi: Cengage Learning.
- Murphy, H. A., Hildebrandt, H.W., & Thomas, J.P. *Effective Business Communication* (latest ed.). Boston: McGraw-Hill Companies.
- Bovee, C., & Thill, J.V., & Raina, R.L. . *Business Communication Today* (latest ed.). Pearson

- Mukerjee, H. S. *Business Communication* (latest ed.). New-Delhi: Oxford University Press
- Post Emily. *The Etiquette Advantage in Business* (latest ed.). New York: Collins.
- Sandra, M. O. *Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied*. Routledge.

MARKETING MANAGEMENT

Course Code: MMK804

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course Objective:

To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services.

Course Learning Outcomes:

- L01: Understanding the nature and scope of marketing
- L02: Develop an understanding of various marketing philosophies
- L03: Understanding the marketing mix and marketing environment
- L04: Understanding segmentation, targeting and positioning
- L05: Understanding consumer behaviour and its application in marketing
- L06: Develop an understanding of decisions concerning 4 P's – product, price, place and promotion
- L07: Understanding contemporary issues in marketing

Unit	Topics
I L01 L02 L03	Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing, Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing.
II L03 L04	Identifying and Selecting Markets: Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information, Strategic Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process
III L04 L05	Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labelling, Developing Pricing Strategies: Setting Price, Factors influencing Price Determination
IV L05 L06	Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics, Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management.
V L06 L07	Trends in Marketing: Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

Recommended Readings:

- Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. *Marketing* (latest ed.). New Delhi: Tata McGraw-Hill.
- Kotler, P. & Armstrong, G. *Principles of Marketing* (latest ed.). Pearson.
- Kotler, P., Keller, K., Koshy, L., & Jha, M. *Marketing Management: A South Asian Perspective* (latest ed.). New Delhi: Pearson.

- Perrault, W.D (Jr.), Cannon, J.P., & McCarthy, E.J. *BasicMarketing*. New Delhi: Tata McGraw-Hill.
- Ramaswamy, V. S. & Namakumari, S. *Marketing Management: Global perspective Indian context* (latest ed). New Delhi: Macmillan.
- Saxena, R. *Marketing Management* (latest ed.). New Delhi: Tata McGraw Hill.

SEMESTER II

MANAGEMENT INFORMATION SYSTEM

Course No. CSE804

Course Credit: 03(1-2-0)
Max. Marks: 100(30I+70E)

Course Objectives:

This course has been designed to develop a macro-level perspective of the information technology and its potential to help organizations create sustainable competitive advantage irrespective industries. This should also help the participants appreciate the significance of IT investment decisions made by organizations.

Course Learning Outcomes:

1. Developing a macro level understanding among the students with regard to the exploitation of information technology by organizations.
2. Discuss various types of Computer Based Information Systems and their relevance for organizations.
3. Develop an understanding of role of IT for competitive advantage.
4. Discuss the importance of system development and system life cycle.
5. Understand the role of IT Architecture in making IT investments.

Contents:

Unit I (LO 1): Emerging Technology Issues and Data Processing in Organizations; Introduction to Information Systems; Shift in information system thinking. Decision Making and MIS. Cost and Value of Information.

Unit II (LO 2): Computer Based Information Systems: Office Automation Systems; Transaction Processing Systems; Management Information Systems; Decision Support Systems; Group Decision Support Systems; Executive Information Systems. Artificial Intelligence Based Systems such as Expert Systems. End User Computing.

Unit III (LO 3): Discussion on using IT for competitive advantage; Role of Internet and emerging technologies; IT enabled services; Seamless organizations; Virtual corporations; Web enabled computing as a strategic tool; Outsourcing as a strategic alternative. International Information Systems, Interorganizational Information Systems.

Unit IV (LO 4): Structured Systems Analysis; System Development; System Development Life Cycle. Discussion on ERP, CRM and SCM.

Unit V (LO 5): Planning and Building IT Architecture; Information Infrastructure; Legal Issues and National Information Infrastructure. IT Leadership & IS Strategic Planning; IS Strategy and Effects of IT on Competition. Re-engineering Work Processes for IT application. Cases on strategic use of IT in different industries.

Suggested Readings:

1. Davis, G., & Margrethe, O.(2017). *Management Information System: Conceptual Foundations - Structure and Development* (2nd ed.). McGraw Hill Education.
2. Effy, OZ. (2013). *Management information systems* (6thed.). USA:Cengage Learning.
3. Efraim, T., &Wetherbe, J. (2014). *Information technology for management: Transforming organizations in the digital economy introduction to information technology* (7thed.). NY: John Wiley & Sons.
4. Kelley,G.(2008). *Selected readings on information technology management: Contemporary issues*. New York: Information Science Reference.
5. Rainer, R.K., & Prince, B. (2015). *Management Information Systems: Moving Business Forward*. John Wiley & Sons.
6. Joseph, P.T. (2013). *Management Information Systems in the Knowledge Economy* (2nded.). New Delhi: Prentice Hall of India.
7. Laudon, K. C., &Laudon, J. P. (2018). *Management information systems: managing the Digital Firm* (15thed.). New Delhi: Pearson Education.
8. O'Brien, J. A., &Marakas, G. (2017). *Management information systems* (10thed.). McGraw Hill Education.

ENTREPRENEURSHIP

Course No: OMS802

Course Credits: 02(2-0-0)
Max. Marks: 100(30I+70E)

Course Objectives: The objective of this course is to expose the learner to the fields of entrepreneurship development. Focus will be to train the students to develop new projects and encouraging them to start their own ventures.

Units	Topics	Learning outcomes
Unit-1	Introduction to Entrepreneurship	Introduction to Entrepreneurship, , Entrepreneurial Mindset, Characteristic of an Entrepreneur, Advantages and disadvantages of Entrepreneurship
	Recognise Opportunity	Purpose of all businesses, Types of Entrepreneurial organizations, Types of Enterprises
	Creativity & Innovation	Marketing, 4Ps of Marketing, Process of Marketing, Marketing Mix, 7Ps of Marketing
	Conception & Ideation	Business Plan and its elements, Application of Business Plan
	Are you a risk taker?	Entrepreneurs, types of Entrepreneurs, Roles and Responsibilities of Entrepreneurs, Qualities of an Entrepreneur
	Identify Your Customer	Customer segmentation, Criteria for selling customer value proposition, Customer Lifecycle
Unit-2	Self Confidence and Resilience	4 Ps of Entrepreneurship, Qualities of successful entrepreneur, Self-confidence, Positive attitude, Overcoming the fears, Recover from Failure
	Success and Failure Stories of Famous Entrepreneurs – 1	Steve Jobs Success Story, Mumbai Dabbawala delivery success Story
	Never Give Up	Importance of Focusing energy on Business, Importance of Business Networking and its advantages
	Competition Analysis	Competition Analysis, Factors affecting competition strategies, Prerequisites of successful enterprise
	Risks – Identification and Mitigation	Business Risk, Types of Business Risks, Risk Identification, Risk Mitigation,

	Getting Money for Business	Concept Of Funding, Basics terms of Accounting, Types of Funding,
Unit-3	Dream and Achieve	Vision, Mission and Goals, Business Ethics, SMART goals, entrepreneurial work ethics
	Leadership and Team Spirit	Lead by example, Importance of Embracing diversity, Role of Emotional Intelligence to be a leader.
	Success and Failure Stories of Famous Entrepreneurs – 2	
	Serving the Society	Roles of Entrepreneurs in society, Selfless Entrepreneurship,
	Taking Ownership	Taking complete ownership, taking control over the business
	Adapt to Change	Porters competition strategies, Factors affecting business,
	Discover Yourself	Qualities of the successful entrepreneur
Unit-4	Problem Solving: Introduction to Critical Thinking	Critical Thinking, Applying critical thinking, REASON Model of Critical Thinking
	Problem Solving: Introduction to Creative Thinking	Creative thinking, Importance and benefits of Creative thinking, Creative thinking in problem solving
	Problem Solving: Introduction to Decision Making	Decision making, Effective decision making process
Unit-5	4Ps of Marketing - PDF	4Ps- Product, Place, Price, Promotion, Apply 4Ps to marketing Strategy into action
	Costs in Entrepreneurship - PDF	Cost, types of Costs, Introduction to Accounting Basics, main methods of Accounting, Financial Documents, P&L statements, Working capital
	Applicable Sources of funding and Regulatory and Statutory rules - PDF	Regulatory and statutory rules for an Entrepreneur, Business Loans for startups and MSMEs by Indian Government
	Analysis of success and failure stories - PDF	Analysis of success and failure stories, Key skills involved in the successes of entrepreneurs
	Identification of one's entrepreneurial skills and knowledge - PDF	Identify various skills and characteristics o be an entrepreneur, Effective Ways to Build Entrepreneurial Skills, Develop or Improve your Entrepreneurial Skills ,
	Legal Issues	Intellectual Property Rights, patents, trademarks, copyrights, trade secrets, licensing, franchising

Books Recommended

1. NVR Naidu and T.Krishna Rao, Management and Entrepreneurship, JK Int Pub House, New Delhi
2. S Anil Kumar, Small Business and Entrepreneurship, IK Int Pub House, New Delhi
3. Balraj Singh, Entrepreneurship Development, Wisdom, New Delhi
4. Timmons and Spinelli, New Venture Creation:Entrepreneurship for 21st Century,Tata McGraw Hill Publishing Company New Delhi
5. C.V. Bakshi, Entrepreneurship Development, Excel Publications.
6. Vasant Desai, Dynamics of Entrepreneurial Development and Management,Himalaya Publishing House, Mumbai.
7. Arora M., Natarajan K. and Gordan E., Entrepreneurship Development, 1st ed; Himalaya Publishing House Pvt Ltd, 2009.

Reference Books

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi
2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA)
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.
5. Forbat John, "Entrepreneurship" 1st Edition, New Age International, 2008.
6. Havinal, Veerbhadrappa, "Management and Entrepreneurship", 1st Edition, New Age International Publishers, 2008.
7. John S.M., rural women Entrepreneurship, 6th ed; Discovery Publishing House, 2004. 7 Janakiram B., Management & Entrepreneurship, Excel Books India, 2009.
8. Prahlad, CK., Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits, 1st Edition; Dorling Kindersley Ltd, 2006.

Web Links

1. https://www.tutorialspoint.com/entrepreneurship_development/entrepreneurship_development_tutorial.pdf
2. <https://www.bing.com/videos/search?q=entrepreneurship+development+videos&qvvt=entrepreneurship+development+videos&view=detail&mid=2F136B2E6941D1F8DB4E2F136B2E6941D1F8DB4E&&FORM=VRDGAR>
3. <https://www.bing.com/videos/search?q=entrepreneurship+development+videos&qvvt=entrepreneurship+development+videos&view=detail&mid=01D578B93003F888E6DF01D578B93003F888E6DF&&FORM=VRDGAR>

MANAGEMENT ACCOUNTING

Course No. MFM806

Course Credit: 03(1-2-0)
Max. Marks: 100(30I+70E)

Course Objectives:

To gain knowledge of use of costing data for decision-making and control, and emerging modern cost management concepts. This course will focus on providing skills in contemporary Management Accounting methodologies and issues. The teaching environment will cover lectures, case discussions and discussion of project assignments.

Course Learning Outcomes:

1. Strengthening the foundations of the analytical approach to Managerial decision-making
2. Understanding cost behavior
3. Understanding how managers make a variety of decisions
4. Understanding the relevance of budgeting and computing variances to undertake performance evaluation
5. Understanding Activity Based Cost Management vs. Traditional Cost Management

Contents:

Unit I (LO 1): Cost concepts in Accounting: Evolution of Management Accounting & Current Issues, Overview of Management Accounting, Classification of costs, Methods of costing, Reconciliation and Integration between Financial and Cost Accounts; Material Cost and Control, Labour Cost and Control, Overhead Cost and Control, Job Batch and Contract Costing, Process Costing, By-Products and Joint Product Cost.

Unit II (LO 2): Cost concepts in Decision Making: Cost concepts in decision-making; Relevant cost, Differential cost, Incremental cost and Opportunity cost, Objectives of a Costing System, Marginal Costing, Distinction between Marginal Costing and Absorption Costing, Break-Even Analysis, Cost-Volume-Profit Analysis, Various decision-making problems, Standard Costing and Variance Analysis, Budgetary Control & Performance measurement: Flexible Budgets; Performance Budgets, Zero-based Budgets.

Unit III (LO 3): Cost Management: Activity-based approaches to management and cost analysis, Analysis of common costs in manufacturing and service industry, Techniques for profit improvement, cost reduction, and value analysis, Throughput accounting, Target costing, cost ascertainment and pricing of products and services, Life cycle costing, Impact of just in time, Backflush costing.

Unit IV (LO 4): Strategy, Balanced Scorecard, and Strategic Profitability Analysis Balanced Scorecard: Quality and Time

Unit V (LO 5): Inventory Management, Just-in-Time, and Simplified Costing Methods; Capital Budgeting and Cost Analysis, Performance Measurement, Compensation, and Multinational Considerations

Suggested Readings:

1. Kaplan, R.&Atkinson, A. A. *Advanced Management Accounting* (3rd ed.).Pearson India.

- 2 Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M. (2007). *Management Accounting* (5th ed.). New Jersey: Pearson Prentice Hall.
- 3 CIMA (2015). *CIMA Management Accounting*: CIMA Publishing Kaplan Publishing
- 4 Horngren, T. C., Datar, S. M., Rajan, M. V. (2015). *Cost Accounting: A Managerial Emphasis* (15th ed.). Pearson
- 5 Horngren, T. C., Sundem, G. L., Stratton, W. O., Schatzberg, J., & Burgstahler, D. (2014). *Introduction to Management Accounting* (16th ed.). Pearson.
- 6 Khan, M. Y., & Jain, P. K. (2017). *Management Accounting* (7th ed.). McGraw Hill.
- 7 Pandey, I. M. (2007). *Management Accounting* (3rd ed.). New Delhi.
- 8 Vij, M. (2009). *Management Accounting*. New Delhi: MacMillan India. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PRODUCTION & OPERATIONS MANAGEMENT

Course No. MGM808

Course Credit: 03(1-2-0)
Max. Marks: 100(30I+70E)

Course objectives:

This course is designed to help the students understand the role of operations in improving the efficiency of an organization including both manufacturing and service one and also help them appreciate the linkage of operations with corporate strategy and other functional domains including marketing and finance. It would help them understand the business problems relating to operations and equip them with the application of appropriate tools and techniques for addressing the same. The course would also seek to familiarize the students with the contemporary challenges being faced by the organizations in the domain of operations and supply chain.

Course Learning Outcomes:

1. Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in the overall business.
2. Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.
3. Understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analyzed with the help of process flow charts.
4. Understand the elemental processes involved in designing a product and a service.
5. Develop a thorough understanding of a range of inventory models available as also the suitability of a particular inventory model in a particular context.
6. Understand suitable production strategies to be adopted for meeting the varying level of demand depending on the type of product and nature of demand and also an appropriate volume of input materials to be procured at a particular point of time depending on the production schedule and available inventory.
7. Learn different quality tools and the tools of statistical process control for analyzing a process in terms of quality and also develop an understanding of six sigma quality.
8. Learn how a process could be run with minimal resources without sacrificing service and also with minimum wastes generated.
9. Learn how process output could be improved by committing extra inputs to bottleneck resource.

Contents:

Unit I (LO 1, 2, 3): Nature, Evolution and Scope of Production and Operations Management. Emerging trends in Operations Management. Operations Strategy: Linkage with Competitive Strategy and formulation of Operations Strategy.

Unit II (LO 4, 5): Facilities location: Globalization of operations, factors affecting location decisions, location planning methods, linkage with supply chain network design decisions.

Unit III (LO 6): Design of production process and facility layout, Process design and analysis.

Unit IV (LO 7): Design of products and services: Process of product and service design, tools.

Unit V (LO 8, 9): Inventory Management: Deterministic Models, Probabilistic Models: Multi-period and Single period (News vendor) models, Selective Inventory Models. Quality: Quality

Management, Statistical Process Control (SPC), Process capability and Six Sigma.

Suggested Readings:

1. Bedi, K. (2014). *Production and Operations Management* (3rd ed.). Oxford University Press, New Delhi
2. Cachon, G. and Terwiesch, C. (2018). *Matching supply with demand*. McGraw Hill, 3rd edition, Chennai
3. Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). *Operations and Supply Chain Management* (15th ed.) Mc Graw Hill, Chennai
4. Gaither, N. and Frazier G. (2011). *Operations Management* (9th ed.), Cengage Learning, New Delhi.
5. Heizer, J., Render, B., Munson, C and Sachan, A. (2017). *Operations Management* (12th ed.). Pearson Education, Delhi.
6. Krajewski, L.J., Malhotra, M.K., and Ritzman, L.P. (2016). *Operations Management: Processes and Supply Chains* (11th ed.), Pearson Education, Delhi.
7. Mahadevan, B. (2015). *Operations Management* (3rd ed.). Pearson Education, Delhi.
8. Nahmias S. and Olsen, T.L. (2015). *Production and Operations Analysis* (7th ed.). Waveland Press, Inc.
9. Russell, R. S. and Taylor, B.W. (2016). *Operations and Supply Chain Management* (9th ed.), Wiley, New Delhi.
10. Stevenson, W.J., (2018). *Operations Management* (12th ed.). McGraw Hill, Chennai.

INDUSTRY PROJECT

Course No. AEC802

**Course Credit: 07(0-7-0)
Max. Marks: 200(100I+100E)**

BUSINESS ENVIRONMENT

Course No. MGM809

Course Credit: 04(2-2-0)
Max. Marks: 100(30I+70E)

Course Objectives:

This course introduces students to the basics of Macroeconomic theory and International Economics. The objective of this course is to familiarize students with the fundamentals of macroeconomics and to emphasize the importance of assessing the external macro environment by businesses in order to survive and prosper. The course introduces students to the basic macroeconomic variables, like GDP, inflation and unemployment and the basic frameworks to understand how policy choices affect these variables. Understanding the role of institutions, like the Reserve Bank of India, and understanding how international trade works are some of the other objectives of the course.

Course Learning Outcomes:

1. Understanding the relevance of the basic macroeconomic variables and their measurement
2. Understanding economic growth and its determinants
3. Understanding the various medium-run and short-run macro-frameworks
4. Analyzing policies and the role of institutions
5. Understanding the basics of international economics

Contents:

Unit I (LO 1,2): Introduction, Key Macroeconomic Variables and their Relevance to Business, National Accounts, Measuring the State of the Economy, Problems of GDP Measurements, Inflation, Inequality, and Unemployment – Measurement and Issues

Unit II (LO 2,3): Economic Growth, Growth around the World, A Model of Production, Total Factor Productivity, The Solow Model, Balanced Growth Path, Steady State, Transition Dynamics, Lessons for Developed and Developing Countries,

Unit III (LO 3): The Short Run, Real Business Cycle, Supply-Side Economics, AD/AS Framework, Developing the Framework, Analyzing Policy Effectiveness.

Unit IV (LO 4): Fiscal Policy, Monetary Policy, Neutrality of Money. Crowding Out, Liquidity Trap, Role of the Central Bank, Inflation Targeting.

Unit V (LO 5): Open Economy, Nominal and Real Exchange Rates, Balance of Payment, Capital Account, Current Account, Exchange Rate Regimes, Capital Account Convertibility, Mundell Fleming Framework in different Exchange Rate Regimes

Suggested Readings:

1. Blanchard, O. (2017). *Macroeconomics* (6th ed.). Pearson Education.
2. Dornbusch, R., S. Fischer & Startz, R. (2017). *Macroeconomics* (11th ed.). McGraw Hill Education.
3. D'Souza E. (2012). *Macroeconomics* (2nd ed.). Pearson Education.
4. Farnham, P. G. (2014). *Economics for Managers* (3rd ed.). Pearson Education.

5. Jones, C. (2017). *Macroeconomics*. W. W. Norton & Company.
6. Krugman, P. & Obstfeld, M. (2017). *International Economics: Theory and Policy* (10th ed.). Pearson Education.
7. Mankiw, N. G. (2012). *Principles of Macroeconomics* (6th ed.). Cengage India.
8. Moorthy, V. (2017). *Applied Macroeconomics: Employment, Growth and Inflation*. I K International Publishing House Pvt. Ltd.
9. Moss, D. A. (2015). *A Concise Guide to Macroeconomics: What Managers, Executives, and Students Need to Know* (2nd ed.). Harvard Business School Press.
10. Roy, S. (2017). *Macroeconomic Policy Environment: An Analytical Guide for Managers* (2nd ed.). McGraw Hill Education.

MARKETING RESEARCH

Course No. MGM810

Course Credit: 04(2-2-0)
Max. Marks: 100(30I+70E)

Course Objectives:

To provide an understanding of fundamental concepts in the field of marketing research and to equip the students with research tools to conduct research and analysis for effective decision making.

Course Learning Outcomes:

1. Understanding the nature and scope of marketing research
2. Develop an understanding of different types of research design and their applicability
3. Understanding different types of scales that can be used by a researcher
4. Understanding different methods of data collection, their advantages and limitations
5. Develop an understanding of sampling techniques
6. Learning about coding, editing and presentation of data
7. Understanding the process of hypotheses testing
8. Learning various univariate and multivariable data analysis techniques and their application in marketing research
9. Develop an understanding of how to write a report
10. Understanding various ethical issues in marketing research

Contents:

Unit I (LO 1, 2): Introduction: Nature and scope of Marketing Research, Marketing Research Process, Formulation of research problem; Research Design: Exploratory, Descriptive and Conclusive research

Unit II (LO3, 4): Scaling techniques: Comparative and Non-Comparative Scaling Techniques, Reliability and Validity of Scales, Data Collection Methods: primary and Secondary Data, Sources of Secondary Data, Conducting review of literature; Qualitative Research Tools: Depth Interviews, focus groups and projective techniques, Observation method, Survey and Questionnaire Design: Form and layout, Pilot testing

Unit III (LO 5, 6): Sample Design and Field Work: Probability and Non-Probability Sampling Techniques, Sample Size determination, Data coding and data preparation, tabulation, Graphical presentation, sampling and non-sampling errors

Unit IV (LO 7, 8): Hypothesis Testing and Data Analysis: Concepts, Parameter and Non-parametric Testing, Use of statistical Software; Univariate and Multivariate data analyses techniques,: Report Writing: Types of report, Format of writing the report

Unit V (LO 9, 10): Marketing Research Applications and Ethical Considerations: Consumer research, attitude measurement and scaling techniques; Product research; Advertising research; Marketing and sales forecasting; Sales analysis, Ethical issues in Marketing Research

Suggested Readings:

1. Malhotra, N., & Dash, S. (2015). *Marketing Research: An Applied Orientation* (6th ed.). New Delhi: Pearson.
2. Burns, A. C., Veeck, A.F. & Bush, R. F. (2017). *Marketing Research* (8thed.). New Delhi: Pearson.
3. Churchill, G., Iacobucci, D., & Israel, D. (2010). *Marketing Research: A South Asian Perspective*. Delhi: Cengage.
4. Zikmund, W. G., & Babin, B. J. (2016). *Exploring Marketing Research* (11thed.), USA: Cengage South-Western.
5. Aaker, A. D. (2014). *Marketing Research* (10thed.). New Delhi: Wiley.
6. Cooper, D. R., & Schindler, P.S. (2005). *Marketing Research*. Tata McGraw Hill- Education.
7. Bradley, N. (2013). *Marketing Research: Tools and Techniques* (3rded.). New Delhi: Oxford University Press.
8. Tull, D. S., & Hawkins, D. I. (1993). *Marketing Research: Measurement and Method* (6thed.). New York: Collier MacMillan.
9. Boyd, H., Westfall, R., & Stasch, S. (1989). *Marketing Research: Text and Cases*, Homewood, Ill.: R. D. Irwin.

HUMAN RESOURCE MANAGEMENT

Course Code. MHR803

Course Credit: 04 (2-2-0)

Max. Marks: 100 (30I+70E)

Objectives

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organizations.

Learning Outcomes

1. The students will be able to develop their interpersonal skills.
2. The students will be able to understand the effectiveness of work as managers or professionals in a team.
3. Will be able to manage their work to meet requirements.

Unit	Topic
I (LO 1)	Introduction: Understanding the nature and scope of Human resource management, Functions and objectives of HRM, Role of HR, HR department structure & HR strategy
II (LO 2)	HRP, Recruitment & Selection: Nature and importance of Human resource planning, Recruitment & Selection process in BPS, Meaning and importance placement and induction
III (LO 2)	Training, Development & Job Analysis: Training & human resource development, Performance appraisal, career development and planning, Job analysis, job description and job design, job specification, job simplification and quality of work life (QWL).
IV (LO 1, 2, 3)	Remunerations & Benefits: Managing basic remunerations, Basic concepts & Importance of compensation plan, fringe benefits, incentives, and social security schemes.
V (LO 1, 2, 3)	Job Evaluation & Ethical Issues: Significance of Job evaluation, Methods of Job evaluation, managing ethical issues in human resource management

Books Recommended

1. Armstrong, M. & S. Taylor. (2017). Armstrong's Handbook of Human Resource Management Practice (14thed.). London: Kogan Page.
2. Aswathappa, K. (2017) Human Resource Management: Text and Cases. (8thed.) New Delhi: McGraw Hill.
3. Bohlander, G.W.,&Snell, S.A. (2016) Principles of Human Resource Management (16thed.). New Delhi: Cengage India.
4. Carbonara, S. (2013) Manager's Guide to Employee Engagement. New York: McGraw Hill.

5. Cascio, W. (2015). *Managing Human Resources: Productivity, Quality of Work Life, Profits* (10th ed.). New York: McGraw Hill.
6. DeCenzo, D.A., Robbins, S.P., & Verhulst, S.L. (2016) *Human Resource Management* (12th ed.). Wiley.
7. Dessler, G. & Varkkey, B. (2015). *Human Resource Management* (14th ed.). New Delhi: Pearson.
8. Espinoza, C. & Ukleja, M. (2016). *Managing the Millennials: Discover the Core Competencies for Managing Today's Workforce* (2nd Ed.). New Jersey: Wiley.
9. Gomez-Mejia, L.R., Balkin, D.B., & Cardy, R.L. (2016). *Managing Human Resources* (8th ed.). Essex: Pearson.
10. Ivancevich, J.M. (2017). *Human Resource Management* (11th ed.). New York: McGraw Hill.
11. Muller-Camen, M., Croucher, R., & Leigh, S. (2016). *Human Resource Management: A Case Study Approach*. CIPD. New Delhi: Viva Books.
12. Sharma, R.C. (2016). *Industrial Relations and Labour Legislation*. New Delhi: Prentice Hall.
13. Venkat Ratnam, C.S., & Dhal, M. (2017). *Industrial Relations* (2nd ed.). New Delhi: Oxford University Press.

Web Links

<https://www.swayamprabha.gov.in/index.php/program/archive/16>

<https://www.swayamprabha.gov.in/index.php/program/archive/5>

<http://cec.nic.in/E-Content/Pages/default.aspx>

<https://www.youtube.com/watch?v=f60dheI4ARg>

<https://www.youtube.com/watch?v=7wnpfZRPkNU>

SEMESTER III

SUMMER INTERNSHIP PROJECT

Course Code: AEC905

Course Credit: 08 (0-8-0)
Max. Marks: 200 (100I+100E)

All the students will submit their Summer Training Reports (in duplicate) within a period of one month; this period shall be counted from the last date of completion of their Summer Training. The supervisor in the organization under whose guidance the summer training is carried out will be required to grade the student's report in the format prescribed by the university. Each student will be attached with one internal faculty guide; with whom they shall be in continuous touch during the training period. The internal faculty guide and the external faculty guide will be required to evaluate (out of 100 marks each) on the basis of the assessment report provided by the organization where the Summer Training has been completed and his/her own assessment about the work done by the student.

VIVA VOCE

Course Code: AEC906

Course Credit: 02 (0-2-0)
Max. Marks: 100 (50I+50E)

The internal assessment shall be done on the basis of a presentation by the student as per the assessment schedule to be decided and announced by the School/Institution. The external assessment shall be done based on Viva Voce and the report by an examiner to be appointed from the Panel of Experts as recommended by the BOS of the University SFMSR.

STRATEGIC MANAGEMENT

Course Code: MGM916

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

To make the students understand the basic concept of Strategic Management and how organizations use these concepts in their operations.

Learning Outcomes

L01: Frame business policies and strategies, vision, Mission, Objectives and Goal of the organization.

L02: Understand the essence of strategic management and identify the reasons behind the failure.

L03: Identify the appropriate strategic model as per industry need.

L04: Formulate strategy for the organization and validate it with the help of strategy model.

Unit	Topic
I L01	Introduction to Business Strategy and Policy: Introduction, Concept of Business Strategy, Need for Business Strategy, Functions of Business Strategies. Business Policy: Introduction, Definition of Business Policy, Factors influencing Business Policy, Business Policy vs. Strategy, Policy decisions and their impact on Business Strategies.
II L02	Introduction to Strategic Management: Meaning and Role, Objectives of Strategic Management, Benefits of Strategic Management, Importance of Strategic Management, Causes for failure of Strategic Management. Strategic Management Process: Introduction, Strategic Management Process, Strategic Vision and the role of a Strategist, Role of Strategic Management in Policy Making.
III L04	Strategic Analysis: Strategic Analysis – definition, Need for Strategic Analysis & Environmental Scanning using PESTEL, Porter’s 5 forces model and ETOP, Value chain Analysis Scanning Functional Resources and Capabilities for building Organization Capability Profile (OCP) SWOT Analysis.
IV L03	Strategy Formulation: Introduction, Strategic alternatives at corporate level: concept of grand strategies. Strategic choice models - Strickland's Grand Strategy Selection Matrix, Model of Grand Strategy Clusters, BCG, GE Nine Cell Matrix, Strategic alternatives at business level: Michael Porter’s Generic competitive strategies.
V L04	Strategic Implementation: Strategic Implementation: Developing short-term objectives and policies, functional tactics, and rewards Structural Implementation: an overview of Structural Considerations Behavioral Implementation: an overview of Leadership and Corporate Culture Mc Kinsey 7-S Framework Establishing Strategic Control.

Recommended Readings

- Aswathappa, Business Environment for Strategic Management, Tata McGraw Hill.
- Subba Rao, Business Policy and Strategic Management, HPH
- Charles W.L Hill and Gareth R. Jones, Strategic Management an Integrated Approach, Cengage Learning.
- Porter, M.E. (1996). What is Strategy? Harvard Business Review, 74 (6). (B) In HBR? s 10 Must Reads on Strategy
- Grant, R.M. (2010). Contemporary strategy analysis (7th ed.). Malden, MA: Blackwell. Chapters 1-3. (Watch the Video Chapter Summaries by Robert Grant)
- Competitive Strategy: Techniques for Analysing Industries and Competitors

- Making Strategy: Mapping Out Strategic Success (eBook) by Fran Ackermann, published 2011
- Strategy Mapping for Learning Organizations: Building Agility into Your Balanced Scorecard (Hardcover) by Phil Jones, published 2011
- The Strategy Book (Paperback) by Max McKeown, published 2012
- *Contemporary Strategy Analysis: Concepts, Techniques, Applications, 7th Edition* by Grant, Robert M, John Wiley & Sons (2010), ISBN 10: 0470621184

SEMESTER III

ELECTIVES

Finance	
MFM910	Financial Risk Management
MFM911	Project Finance And Appraisal
MFM912	Security Analysis & Portfolio Management
MAN906	Financial Analytics
HRM	
MAN907	HR Analytics
MHR907	Behaviour Testing & Counselling
MHR908	Performance Management & Competency Mapping
MHR909	Talent Acquisition
Marketing	
MMK901	Digital Marketing
MMK902	Consumer Behaviour
MMK903	Retail Management
MAN908	Marketing Analytics
Operations	
MGM909	Total Quality Management
MAN909	Operations Analytics
MAN904	Decision Science
MGM910	Supply Chain Management
International Business	
MGM905	International Business Fundamentals
MGM906	International financial management
MGM907	International trade logistics and supply chain management
MGM908	Cross culture and diversity management

FINANCE

FINANCIAL RISK MANAGEMENT

Course Code: MFM910

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

The course on financial risk management offers one of the contemporary skill sets to have in the financial services industry. The course offers conceptual as well as practical orientation of the concepts applied in this field by the professionals. The course deals with the management of different types of risk faced by a firm. The students will be able to identify the origin of risk and its measurement. It thereby assists them in designing exclusive hedging strategies. Financial risk management focuses on when and how to hedge using financial instruments to manage exorbitant risk exposures.

Learning Outcomes

L01: Comprehend different types of market risks

L02: Measure volatility in market prices and VAR

L03: Determine prices of various financial assets.

L04: Assess different measures of risk associated with financial assets.

Unit	Topic
I LO1	Financial Risk-meaning and significance; Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives, Structure of derivative markets, forwards, futures, options, swaps etc; Underlying assets-equities, currencies, commodities and interest rates. Reasons for trading: risk management, speculation and arbitrage
II LO2	Financial Risk and distress; cost of risk management; Market Mechanism and Efficiency-role of financial intermediaries, managing market risk and impact of credit risk, Interest rate risk, currency risk, equity and commodity price risk; Understanding volatility: estimated vs. implied, price generating process for financial assets, Black Scholes model, binomial model
III LO2	Controlling risk- Top-down approach and building block approach; quantifying financial risk- Understanding the Risk Measures, Measuring the Relationship between Assets, Portfolio Expected return and Risk, Practical Considerations in Measuring Risk, Estimating Portfolio Value at Risk;
IV LO3	Using the Present-Value Approach to Determine Risk; Calculating Spot Discount Rates for Specific Maturities, The Term-Structure Approach to Risk Measurement; Option's delta, gamma, Vega, theta, rho. Hedging with futures.
V LO4	Derivatives Disclosure: Accounting Issues in Derivatives, Qualitative forecasting methods. Risk Management issues in investments, Lessons from some financial Disasters

Recommended Readings

- Hull, John C. (Lt. Ed), Risk Management and Financial Institutions (4th edition), Pearson (short: H).
- Saunders, Anthony and Linda Allen (Lt. Ed): Credit Risk Measurement, Wiley (short: SA), or 1st edition, 1999.
- Duffie, Darrell and Kenneth J. Singleton (Lt. Ed): Credit Risk, Princeton UP (short: DS).
- Jorion, Philippe (Lt. Ed): Financial Risk Manager Handbook, Wiley.

PROJECT FINANCE AND APPRAISAL

Course Code: MFM911

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

The objective of this course is to make students understand project planning, feasibility analysis of the project. They will also get the conceptual and practical insights on the nuances of project finance both from financing and borrowing perspectives and various administrative aspects of managing projects.

Learning Outcomes

L01: Identify and understand various project ideas and sources of project generation.

L02: Estimate the cost and outline various means for financing the projects and select the appropriate one.

L03: Develop the profitability projections and project network.

L04: Implement the project and review the project performance.

Unit	Content
I L01	Overview of the project finance market, Project life cycle and its impact on the feasibility, Importance of proper allocation of resources, Process of resource allocation at the corporate level, Process of resource allocation at the business unit level, Generation of project ideas and creativity, Appraising Projects, Market and demand analysis, Technical analysis, Environmental appraisal of projects, Social cost benefit analysis, Financial Projections and Estimates
II L02	Structuring projects:-How project structure create value, Application of Portfolio Theory, The Cost of Capital and Theories of Capital Budgeting, Valuing projects: Appraising a project by discounting and non- discounting criteria, The Cost of Capital and Theories of Capital Budgeting, Valuing projects: Appraising a project by discounting and non- discounting criteria, Project Risk Analysis: Types of Risk and measurement of Risk
III L03	Special Decision Situations, Multiple Projects and Constrains, Financing of Projects: Various means for Project Finance, Venture Capital and its process, Project Implementation.
IV L04	Forms of Project Organization, Human aspects of Project Management, Pre-requisites for Project Management Success
V L04	Network Techniques for Project Management: Development of project network, PERT and CPM model, Project Review and Administrative Aspects, Public Private Partnership, Forms of public private partnership: BOO, BOT, BOOT, BOLT, DBFOT

Recommended Readings

- Chandra Prasanna, *Projects Planning, Analysis, Financing, Implementation and Review*; Tata McGraw Hill, (Lt. Ed.).

- Meredith Jack R., J. Mantel Jr. Samuel, *Project Management: A Managerial Approach*, John Wiley & Sons, (Lt. Ed.).
- Desai Vasant; *Project Management*; Himalaya Publishing House. (Lt. Ed.)
- Gupta Ambrish; *Project Appraisal and Financing*; Prentice Hall of India. (Lt. Ed.)
- Choudhary S.; *Project Management*; McGraw Hill. (Lt. Ed.)
- Esty, Benjamin. John Wiley & sons, *Modern Project Finance: A Casebook*, Inc. (Lt. Ed.)
- Shrivastav Vikas, V. Rajaraman, *Project and Infrastructure Finance*; Oxford University Press, (Lt. Ed.)

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Course Code: MFM912

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

To Understand the general structure of various financial markets, characteristics of financial instruments, calculate and analyse stock and bond valuation, conduct fundamental analysis and estimate risk and return of equity and debt to form portfolio of stocks.

Learning Outcomes

LO1: Able to value financial products such as stocks and Bonds

LO2: Able to build a diversified portfolio and assess portfolio performance.

LO3: Able to discuss various theories on bond and stock valuation.

LO4: Able to work on the real data on excel and make portfolio.

Unit	Contents
I LO1	Introduction to Security Analysis and Portfolio Management, Nature and Scope, Importance, Investment avenues, Characteristics Investment, Characteristics of Investment, Investment Vs Gambling, Speculation, Hedging, different Investment avenues, types of Investor, Risk profiling. Stock Exchanges and Their Mechanics; Market Indexes, Trading System in the Stock Exchanges; Stock Market Operations- Stock exchange members, Functions of Market, Clearing & Settlement
II LO2	Risk and Return- calculation of arithmetic return, geometric return, CAGR, Real rate return, Holding period return, expected return. Calculation of Risk, S.D, Variance, Types of risk; Fundamental Analysis: Economic Analysis, Analysis of GDP, Interest rates, Inflation, Ease of doing business index, Peace index; Other Macro factors; Industry analysis- Cross sectional performance, Different types of industry, Industry life cycle, Industry risk.
III LO3	Company Analysis-Share Valuation, Qualitative factors, Quantitative factors- different ratios, growth analysis. Bond valuation, Models of securities Valuation Subtopics: Different debt instruments, types of yield, yield structure, concept of duration.
IV LO4	Portfolio Analysis- Portfolio Selection, Portfolio risk and return using 2 assets, 3 assets, n assets, Portfolio return, Markowitz model. Sharpe: The Single Index Model, Capital Asset Pricing Model (CAPM).
V LO1, LO4	Portfolio Revision, Portfolio Evaluation; CML, SML, Revision strategies, Evaluation techniques- Sharpe, Jensen's and Treynor ratios.

Recommended Readings

- Security Analysis and Portfolio Management by Donald E. *Fischer and Ronald J. Jordan*, Pearson education, (Lt. Ed.)
- Investments by Zvi Bodie , Alex Kane, Alan J Marcus & Pitabas Mohanty, Tata McGraw Hill, (Lt. Ed.)
- The Tao of Warren Buffet: Warren Buffet's Words of Wisdom Marry Buffet, Scribner. (Lt. Ed.)

FINANCIAL ANALYTICS

Course Code: MAN906

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

This course shall provide hands on learning to students with financial data handling and utilizing the data for financial decision making. This course shall also emphasize on providing experience to students with developing models and checking their applications.

Learning Outcome

L01: To analyse data and get equipped with its basic characteristics.

L02: To learn cause and effect relationship and choice of models in appropriate way.

L03: To understand volatile behaviour of financial data series and model accordingly.

L04: To establish co-movements between data series and forecasting data.

Unit	Contents
I L01	Introduction to Eviews. Understanding formats of time series, cross sectional and panel data. Cleaning and filtering data in excel files. Basic characteristics of time series analysis. Trend analysis and descriptive analysis of data.
II L02	Assumptions of time series modelling. Time Series forecasting with ARIMA model. Visualization of deterministic trends, univariate, bivariate and multivariate analysis. Correlation and causation analysis.
III L03	Regression analysis; Ordinary Least Square, volatility models (ARCH and GARCH), Event study analysis (GARCH family).
IV L04	Cointegration analysis and its assumptions, Vector error correction model, vector autoregressive model and Granger Causal linkages.
V L01 L04	Developing models with real time data and forecasting with time series. Basics of R-Studio (to be covered by a workshop).

Recommended Readings

- Damodar N. Gujarati, Dawn C. Porter, & Sangeetha Gunasekar [GUJ], *Basic Econometrics*, 5th Edition, McGraw-Hill, 2015.
- Ramu Ramanathan [RAM], *Introductory Econometrics with Applications*, 2nd Edition, Cengage, 2014.
- Chris Brooks [CB], *Introductory Econometrics for Finance*, 2nd Edition, Cambridge University Press, 2008.
- Makridakis, Spyros, Steven C. Wheelwright, and Rob J. Hyndman, [MAK], *Forecasting: Methods and Applications*, Third edition. John Wiley and Sons, 1998
- J. M. Woolridge *Introductory Econometrics- A Modern Approach*, 6th Edition, Cengage, 2009.
- Frank Fabozzi, Sergio M. Focardi, Svetlozar C. Rachev, Bala G. Arshanapalli [FAB], *The Basic Handbook of Financial Econometrics*, Wiley, 2014.
- Walter Enders [WE], *Applied Econometric Time Series*, 3rd Edition, Wiley India, 2010.

HUMAN RESOURCE

HR ANALYTICS

Course Code: MAN907

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

The course aims to comprehend as to how HR and business leaders can take decisions about their people based on deep analysis of facts and data.

Learning Outcomes

L01. Develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision-making.

L02. Use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management

L03. Employ appropriate software to record, maintain, retrieve and analyse human resources information (e.g., staffing, skills, performance ratings and compensation information).

L04. Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods.

Unit	Contents
I (L01)	Introduction to HR Analytics: Evolution of HR Analytics, HR information systems and data sources, Introduction to HR Analytics, People Analytics & Workforce Analytics; HR Analytics & the Organizational Structure; Types of Data; HR Analytics and Metrics, Case Discussion
II (L01)	Diversity Analysis: Equality, diversity and inclusion; Workforce segmentation and search for critical job roles; Sentiment and trend analysis; Cost modelling; HR data warehousing; Decision tree; Case discussion - Heroes of the Taj
III (L02)	Recruitment and Talent Acquisition, Talent Acquisition and Analytics Trend; Analytics for Efficiency; Analytics for Effectiveness; Metrics, segmentation and impact; Case Discussion; HRP & Resource Planning; Manpower Planning; Optimization of workforce; Lead Time Analysis
IV (L03)	Predicting employee performance; Training requirements; evaluating training and development; Optimizing selection and promotion decisions; KPI vs metrics; Creating metrics
V (L04)	Tracking impact interventions; Evaluating stress levels and value-change; Formulating evidence based practices and responsible investment; Evaluation mediation process, moderation and interaction analysis

Recommended Readings

- Edwards Martin R, Edwards Kirsten (Latest Edition), "Predictive HR Analytics: Mastering the HR Metric", Kogan Page Publishers, ISBN-0749473924

- Fitz-enz Jac (Latest Edition), “The new HR analytics: predicting the economic value of your company’s human capital investments”, AMACOM, ISBN-13: 978-0-8144-1643-3
- Fitz-enz Jac, Mattox II John (Latest Edition), “Predictive Analytics for Human Resources”, Wiley, ISBN- 1118940709 Session Plan (please add rows and columns as per your course
- Predictive HR Analytics-Mastering the HR Metric, By: Martin R. Edwards & Kristen Edwards, Kogan Page, Latest Edition.

Predictive Analytics for HR , By: Jac Fitz-Enz & John R. Mattox II, Wiley Publication, Latest Edition

BEHAVIOUR TESTING & COUNSELLING

Course Code: MHR907

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

This Course will aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in Behaviour testing and counselling and a comprehensive learning of using various behaviour tests in organizations and counselling skills to deal with employees.

Learning Outcomes

L01. Demonstrate understanding behind theories of Psychometric Testing.

L02. Develop tests following all steps of developing behavioural tests including Test Design & Construction, Test Administration & Scoring, Item Analysis & Test Standardization, Reliability & Validity.

L03. Display skills in administering 16 PF, MBTI Anxiety Test, FIRO-B, Thematic Apperception Test, Word Association Test.

L04. Apply concepts of ethical practices in counselling for enhanced performance.

Unit	Contents
I (L01)	Overview of Testing: Testing and Assessment, Scales of Measurement; The Tools of Psychological Assessment, parties and process in assessment; Types of Tests
II (L02)	Methodology of Assessment: Test Design and Construction through Design Thinking; Test Administration and Scoring; Item Analysis; Test Standardization; Reliability and Validity
III (L03)	Practical exposure to Psychological Tests: 16 PF; MBTI; FIRO-B; Thematic Apperception Test & word Associate Test; Anxiety
IV (L04)	Counselling: Overview; Procedures, Counselling Skills; Changing Behaviour through Counselling; Organizational Application of Counselling; Dealing with Problem Employees
V (L04)	Ethics Issues: Historical, Cultural, and Legal/ Ethical Considerations; Practical administration of test using principles of Design Thinking; Ethics in Counselling

Recommended Readings

- Aiken, L.R. & Grith- Marnat, G. (Latest Edition), Psychological Testing and Assessment, Pearson Education.
- Samuel T. Gladding. Counseling: A Comprehensive Profession, Latest Edition, Pearson Education.
- Kaplan, R. M. & Saccuzzo, D.P. (Latest Edition), Psychological Testing: Principles, Applications, and Issues. Cengage Learning India Pvt. Ltd.

- Cohen, R.J., & Swerdlik, M.E., Psychological testing and assessment: An introduction to tests & measurement (9 Latest Edition th ed.). New York: McGraw Hill.

PERFORMANCE MANAGEMENT & COMPETENCY MAPPING

Course Code: MHR908

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

This course will help students to understand the significance of appraisal for an Organization and Individual. It will develop an understanding of various appraisal methods and measurements to manage the performances of employees. It would also provide an insight into the fundamentals of competency management.

Learning Outcomes

L01. Identify performance aims, objectives, priorities and targets.

L02. Explain effective performance management practices and policies to improve organizational and employee performance

L03. Describe the importance of defining roles, identifying competencies, and hiring, training, coaching and counselling for skills needed for successful job performance.

L04. Describe an organization's performance management process that is compliant with law and supports organizational mission and strategy.

Unit	Contents
I (L01)	Introduction to Performance Management: Conceptual Approach to Performance Management; Determinants of Job Performance: Person and System Factor; Components of Effective Performance Management; Performance Management Cycle; Linkage of performance management system with HR Practices
II (L02)	Process of Performance Appraisal: Need And Methods for Performance Appraisal; RSQD Model; Performance Review - Reengineering Performance Appraisal System; Performance Analysis; Performance Review Discussion; Performance Monitoring and Feedback; Linkage pays with performance
III (L03)	Competency Mapping: Concept and Definition of Role and Competency; Characteristics of Competency; Competency Versus Competence; Types of Competencies; Context and Relevance of Competencies in Modern Organizations
IV (L04)	Competency Management Framework: Macro View of Competency Management Framework; Strategic Framework; Lancaster Model of Managerial Competence; Competency Modeling Framework
V (L04)	Competency Mapping as a Performance Management Tool: Building Competency Models; The McBer Generic Managerial Competency Model, Competency Causal Flow Model; Factors Affecting The Human Performance System, Profiling Competency Framework for a Particular Role; Competency Gap

Recommended Readings

- Agunis, H. Performance Management, (Latest Edition), Pearson Education.

- Armstrong, Michael and Berron, Angela, Performance Management and Development, Jaico Publications, (Latest Edition),
- Rao T V, Performance Management -Towards Organizational Excellence, SAGE Publications. (Latest Edition),
- Kohli, A.S. & Deb, T., Performance Management. Oxford University Press, New Delhi. (Latest Edition),
- Sanghi, Seema, The Handbook of Competency Mapping,2016, Sage Publications India Pvt.Ltd. (Latest Edition)
- Sharma, Radha, 360-degree feedback, competency mapping and assessment centres, TMH, 2003. (Latest Edition),

TALENT ACQUISITION

Course Code: MHR909

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organizations.

Learning Outcomes

L01. Able to describe the importance and relevance of recruitment and selection to Indian Organizations.

L02. Understand how strategic plans integrate with staffing plan.

L03. Evaluate internal and external recruiting based on established metrics

L04. Explain and apply the requirements for measures used in staff selection and recruitment to evaluate applicants fairly and in an unbiased fashion.

Unit	Topic
I L01	Talent Acquisition: Defining Talent Acquisition, develop high potential employee - High performance workforce, Importance of Talent Development Process, Steps in Developing Talent, Succession Planning. Difference between Talent Acquisition and Recruitment, Current Trends in Talent Acquisition
II L02	Staffing models and strategy; Planning: External influences, human resource planning, staffing planning; Job analysis: Job requirements job analysis, competency-based job analysis, and job rewards job analysis methods
III L03	Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing; Meaning and definition of internal recruitment. Sources of internal recruitment, Meaning and definition of external recruitment, Sources of recruitment, Advantages and disadvantages. Measurement: Quality of measures: validity and reliability, collection of assessment data, testing, procedures, and professional standards.
IV L03	External selection: external assessment methods; Internal selection: internal assessment methods; Evaluation of assessment methods. Final match: employment contracts, job offers, orientation, and socialization.
V L04	Staffing system management; Retention management: turnover analysis and retention initiatives; Selected issues on Staffing in India.

Recommended Readings

- Heneman, Herbert G. III & Timothy A. Judge, Staffing Organizations, McGraw-Hill/Irwin, latest edition.
- Gatewood, Robert D. & Hubert S. Field, Human Resource Selection, 5th edition, Harcourt College Publishers, latest edition.
- Jackson, Susan E. & Randall S. Schuler, Managing Human Resources Through Strategic Partnerships, 8th edition, Thomson/Southwestern, latest edition.

MARKETING

DIGITAL MARKETING

Course Code: MMK901

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

This course shall enable students to grab knowledge about platforms of digital marketing and related concepts.

Learning Outcomes

L01: Understand the concept of digital marketing and its real-world iterations.

L02: Articulate innovative insights of digital marketing enabling a competitive edge

L03: Understand how to create and run digital media based campaigns

L04: Identify and utilise various tools such as social media etc.

Unit	Contents
I L01	Digital Marketing: Introduction, Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing, Reasons for Growth. Need for a comprehensive Digital Marketing Strategy. Concepts: Search Engine Optimization (SEO); Concept of Pay Per Click
II L02	Social Media Marketing: Introduction, Process - Goals, Channels, Implementation, Analyze. Tools: Google and the Search Engine, Facebook, Twitter, YouTube and LinkedIn. Issues: Credibility, Fake News, Paid Influencers; Social Media and Hate/ Phobic campaigns. Analytics and linkage with Social Media.
III L03	Email Marketing: Introduction, email marketing process, design and content, delivery, discovery. Mobile Marketing: Introduction and concept, Process of mobile marketing: goals, setup, monitor, analyze; Enhancing Digital Experiences with Mobile Apps. Pros and Cons; Targeted advertising. Issues: Data Collection, Privacy, Data Mining, Money and Apps, Security, Spam. Growth Areas.
IV L04	Managing Digital Marketing: Content Production; Video based marketing; Credibility and Digital Marketing; IoT; User Experience; Future of Digital Marketing.
V L04	E- Payment Systems- popular payment options, their safety concerns; Managing pay per click; Ethical framework in E- Marketing.

Recommended Readings

- Dodson, Ian: The Art of Digital Marketing - The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns. Wiley (Lt.Ed.)
- Ryan, Damien: Understanding Digital Marketing - Marketing Strategies for Engaging the Digital Generation. Kogan Page Limited. (Lt.Ed.)

- Gupta, Sunil: Driving Digital Strategy. Harvard Business Review Press. (Lt.Ed.)
- Tuten, Tracy L. and Solomon, Michael R.: Social Media Marketing. Sage (Lt.Ed.)
- Bhatia, Puneet S.: Fundamentals of Digital Marketing. Pearson (Lt.Ed.)
- Kotler, Philip: Marketing 4.0: Moving from Traditional to Digital. Wiley, (Lt.Ed.)
- Hanson, W and Kirthi Kalyanam, Internet Marketing and E-Commerce, Cengage Learning, (Lt.Ed.).
- Mullen, J and D Daniels, E-Marketing- An Hour a Day, Sybex Publisher, (Lt.Ed.).
- Chaffey, Dave and Fiona Ellis Chadwick, Digital Marketing- Strategy, Implementation and Practice, Pearson Education Inc., (Lt.Ed.).
- Kotler et. Al, Principles of Marketing, Pearson Education Inc., New Delhi, (Lt.Ed.).
- Kaufman, Era and Chris Hortan, Digital Marketing- Integrating Strategies and Tactics with Values, Routledge, (Lt.Ed.).
- Ahuja, Vandana, Digital Marketing, Oxford University Press, (Lt.Ed.)..

CONSUMER BEHAVIOUR

Course Code: MMK902

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

The focus of this course will be on the theoretical concepts of consumer behaviour and the application of these concepts in marketing strategy and decision-making

Learning Outcomes

L01: Understanding concepts and theories of consumer behaviour.

L02: Interpret psychological and environmental influences that are relevant for understanding consumer behaviour.

L03: Apply important concepts and theories in developing viable marketing strategies.

L04: Develop and categorize appropriate marketing strategies for different segments of consumers

Unit	Contents
I L01	Introduction to Consumer Behaviour: Nature, scope & application; Importance of consumer behaviour in marketing decisions; characteristics of consumer behaviour; role of consumer research; consumer behaviour interdisciplinary approach; Introduction to Industrial Buying Behaviour; Market Segmentation
II L02	Internal Influences on Consumer Behaviour: Consumer Needs & Motivation: theories of motivation; Bayton's classification of motives; self-concept & its importance; types of involvement. Consumer Personality- theories of personality-; Role of self-consciousness. Consumer Perception; Perceptual Process; Learning & Consumer Involvement; Consumer Attitudes: Formation of attitudes; functions performed by attitudes; models of attitudes.
III L03	Group Dynamics & consumer reference group; Family & Consumer Behaviour: Consumer socialisation process; Social Class & Consumer behaviour: Determinants of social class; Culture & Consumer Behaviour: Characteristics of culture; Opinion Leadership Process
IV L04	Diffusion of Innovation: Definition of innovation; product characteristics influencing diffusion; resistance to innovation; adoption process. Consumer Decision making process, problem recognition; pre-purchase search influences; information evaluation
V L04	Purchase decision- compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule; post-purchase evaluation; Situational Influences.

Recommended Readings

- Schiffman, LG and LL Kanuk, Consumer Behaviour, Pearson Education, (Lt.Ed.).
- Blackwell, RD, PW Miniard and JF Angel, Consumer Behaviour, Cengage Learning India Pvt. Ltd. (Lt.Ed.).
- Peter, JP and JC Olson, Consumer Behaviour and Marketing Strategy, McGraw Hill. (Lt.Ed.).

- Handerson, S, Consumer Behaviour in Theory and Action, John Wiley and Sons. (Lt.Ed.).
- Assel,H: Consumer Behaviour- A Strategic Approach, Houghton Mifflin. (Lt.Ed.).
- Loudon and A Della, Consumer Behaviour, Tata McGraw Hill. (Lt.Ed.).
- Hawkins, DL, DL Mothersbaugh and Amit Mookerjee, Consumer Behaviour: Building Marketing Strategy, TataMcGraw Hill Education Pvt. Ltd., (Lt.Ed.).
- Solomon, Michael R, Consumer Behaviour, Prentice Hall, (Lt.Ed.).

RETAIL MANAGEMENT

Course Code: MMK903

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

This course shall develop students for the retail domain in the area of marketing field. It shall enable students to learn various retail formats and their associated management.

Learning Outcomes

L01: To understand different retail formats and discuss Indian and global retail scenario

L02: To create strategic plan for a retail organisation including financial strategy

L03: To apply retailing tactics for extracting profit from a retail offering

L04: Discuss legal and ethical issues and undertake the role of a retail manager

Unit	Contents
I L01	Introduction to Retailing: Importance of Retailing; Retail Formats and their competitive advantage. Global and Indian Retail Scenario, Retail Market Strategy.
II L02	Retail Location, Franchising Decisions, Retail Information system, Customer Service, Customer Relationship Management, GAPs Model, retail metrics.
III L02 L03	Merchandise Management Process, Category management, Sales forecasting, Merchandise Budget, Assortment Plan, Inventory Management, Merchandise Buying, Retail Pricing, Retail Promotion Mix.
IV L03	Store Management & other issues, Store Layout, Design & Visual Merchandising, Atmospherics, Responsibilities of a Store Manager.
V L04	Inventory Shrinkage, Retail HRM Online Retailing, Legal & Ethical Issues in Retailing, Retail analytics.

Recommended Readings

- Levy M., Weitz B.A and Pandit A. (2008), Retailing Management, (Lt.Ed.), Tata McGraw Hill.
- Berman B. Evans J. R. (2007), Retail Management, (Lt.Ed.), Pearson Education.

MARKETING ANALYTICS

Course Code: MAN908

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

The aim of the course is to make the students proficient in the marketing analysis and techniques and its application in the business environment. The course explores customer data analysis techniques and their theoretical foundations to help students acquire analytic skills that can be applied to real world marketing problems.

Learning Outcomes

L01 Understand the use of marketing analytics in business

L02 Use analytical tools for analysis and decision-making

L03 Transform and translate data into insights

L04 Apply the insights for business actions

Unit	Topic
I L01	Introduction: Marketing analytics, Segmentation and targeting, positioning, customer churn and life time value, Data Preparation, Summarizing with Excel; Pivot Table and Charts.
II L02	Introduction to Various Tools: Statistical distribution, non-parametric tests, Factor analysis, Logistic Regression, Decomposition method, Moving Average, Time Series Analysis.
III L02	Data Analysis: Conjoint analysis, Text analytics, Search analytics, Cluster Analysis, Sentiment Analysis, Demand Forecasting and projections with real corporate examples.
IV L03	Data Insights: Data visualization and business Insight, Pricing analytics and Optimisation of prices, Place Analytics, Promotion Analytics.
V L04	Business Applications: Big Data Analytics, Company specific cases can be adopted for implementing models learnt on real data. Social Network Analysis with cases.

Recommended Readings

- Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie or Die (2016) – ISBN 978-1119145677 – Author: Eric Siegel, (Lt.Ed.).
- Gandomi, Amir and Murtaza Haider (2015). “Beyond the hype: Big data concepts, methods, and analytics” (Lt.Ed.).
- Allenby & Brazell, Seven Summits of Marketing Research: Decision-Based Analytics for Marketing’s Toughest Problems, (Lt.Ed.).
- Web Link: <http://www.personal.psu.edu/jxb14/MA/Syllabus.pdf>

OPERATIONS

TOTAL QUALITY MANAGEMENT

Course Code: MGM909

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

The overall purpose of the course is to provide an understanding of the process of managing quality and managing services. This course also aims to show how all the fundamental disciplines of business are intrinsically linked with the concepts of service excellence and quality. Because these concepts are so interrelated, they can be shown to have a strategic importance to the culture and success of any organization.

Learning Outcomes

L01: Understand the importance and significance of total quality management in business

L02: Manage quality improvement teams

L03: Identify requirements of quality improvement programs

L04: Develop control charts for understanding and improving quality of system.

UNIT	Topic
I L01	Introduction – Evolution of quality, Definition, Concept and Features of TQM, eight building blocks of TQM, TQM thinkers and Thought – Juran Trilogy, PDSA cycle, 5S, Kaizen, Crosby’s theory on Quality Management,
II L02	Quality Performance Excellence Award- Deming Application Award, European Quality Award, Malcolm Baldrige National Quality Award, Six Sigma- Features of six sigma, Goals of six sigma, DMAIC, Six Sigma implementation
III L02 L03	TQM tools- Benchmarking: Definition, concepts, benefits, elements, reasons for benchmarking, process of benchmarking, FMEA, Quality Function Deployment (QFD) – House of Quality.
IV L03	QFD Process, Benefits, Taguchi Quality Loss Function, Seven new management tools and POKA YOKE. Total Productive Maintenance (TPM) – Concept and need.
V L04	Statistical Process Control- Central Tendency, The seven tools of quality, Normal curve, Control charts, Process Capability. Quality Systems- ISO 9000, ISO 9000:2000, ISO 14000, other quality systems

Recommended Readings

- Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education (Lt. Ed.).
- Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, (Lt. Ed.).
- James R. Evans and William M. Lindsay, “The Management and Control of Quality”, (Lt. Ed.), Indian Edition, Cengage Learning.

- Suganthi.L and Anand Samuel, "Total Quality Management", Prentice Hall (India) Pvt. Ltd., (Lt. Ed.).
- Janakiraman. B and Gopal .R.K., "Total Quality Management – Text and Cases", Prentice Hall (India) Pvt. Ltd., (Lt. Ed.).

OPERATIONS ANALYTICS

Course Code: MAN909

Course Credit: 04 (2-2-0)

Max. Marks: 100 (30I+70E)

Course Objective

The objective of the course is to make the students proficient in the field of operations analytics for formulating effective operations management strategies and decisions that serve the needs of the customers whilst maximizing overall profitability of an enterprise.

Learning Outcomes

After successful completion of this course, the students shall be able to

L01: Formulate, implement, and interpret practical operational analytics models in a computing environment.

L02: Describe common concepts and tools used to support operational decision-making

L03: Identify risks in operations and address the same using appropriate models

L04: Develop a multi-dimensional approach to problem solving/decision making

Unit	Topic
I L01, L02	Fundamentals of Operations Analytics Definition of Operations Analytics, Evolution of Operations Analytics, Operations Management Strategy, Operations Management Drivers, Operations Planning. Analytics in Operations Management, importance of Operations analytics in the flows involving material, money, information and ownership, Decision Domains in supply chain analytics, Application of Descriptive Analytics, Predictive Analytics and Prescriptive Analytics in a Supply Chain: An overview
II L01, L03, L04	Descriptive Analytics in Operations Management Data aggregation and data mining, insights regarding the company's production, financials, operations, sales, finance, inventory and customers. Applications of Bullwhip Effect and Time Series Analysis, Transportation problems and waiting line theory based problems in Operations.
III L01, L03, L04	Predictive Analytics Predictive Analytics and related technologies: Introduction to machine learning and cloud-based inventory management solutions, Applications in inventory management, pricing and maintenance, Forecasting using multiple characteristics in Demand Data and Inventory Management.
IV L01, L03, L04	Prescriptive Analytics Prescriptive analytics and scenario planning, scenario writing, Design of Logistics Network using Heuristics/optimization, Optimal Level of Product Availability in Supply chain, Using Excel Solver for Network Optimization, Network Design in Uncertain environment and Flexibility.
V L01, L03, L04	Modelling and Operations Analytics Introduction to Modelling, Approaches for Optimization and Simulation, Modelling software, Basics of Modelling, Supply chain applications using R, Trends, Challenges and Future of Supply Chain

Text Books

- Drake, M. J. *The Applied Business Analytics Casebook: Applications in Supply Chain Management, Operations Management, and Operations Research*. Pearson Education.
- Laursen, G. H., & Thorlund, J. *Business Analytics for Managers: Taking Business Intelligence Beyond Reporting*. John Wiley & Sons.

Recommended Books

- Feigin, G. *Supply Chain Planning and Analytics: The Right Product in the Right Place at the Right Time*. Business Expert Press.
- Barlow, M. *Learning to Love Data Science: Explorations of Emerging Technologies and Platforms for Predictive Analytics, Machine Learning, Digital Manufacturing and Supply Chain Optimization*. O'Reilly Media, Inc.
- Plenert, G. *Supply chain optimization through segmentation and analytics*. CRC Press.

DECISION SCIENCE

Course Code: MAN904

Course Credit: 4 (2-2-0)
Max. Marks: 100(30I+70E)

Objective

The objective of this course is to acquaint the learner with the applications of some important Operations Research techniques. Focus will be on understanding the use of these techniques in solving business problems.

Learning Outcomes

L01: Formulate real-life transportation, assignment and travelling salesman problems to find the optimum solution using transportation algorithms

L02: Able to formulate decision models to solve real life problem and proficiently allocating scarce resources to optimize the objective function.

L03: Develop skills to formulate and apply the techniques of optimization and simulation to solve network models

L04: Apply game theory applications and dynamic programming to optimize multi-stage decision problems.

Unit	Topics
I LO 1	Linear programming: Graphical and Simplex algorithm application for optimum solutions, Duality & Sensitivity analysis. Transportation models and optimum solution.
II LO 2	Transshipment Problems; Assignment models: Hungarian algorithm Non-Linear Programming, Optimization Models: Quadratic Programming. Overview of Integer and Goal Programming.
III LO 3	Queuing system and introduction to stochastic processes, Measures of performance, Arrival and Service processes, Single server and multi-server models; Network Models: Shortest Path Models, Project Scheduling Models.
IV LO 4	Decision Analysis: Decision-making process, types of decision making environment: under certainty, under risk, under uncertainty, criteria of decision-making under uncertainty: criteria of decision-making under risk; Decision tree Analysis
V LO 4	Game theory: two-person zero sum and constant sum games, saddle point, probability, nature as a player, two-person zero sum games; Simulation, Nature of simulation, simulation process, random number generation, applications of process to business related problems, decision noise and biasness

Recommended Readings

- Anderson, D.R. Sweeney, D.J. and Williams, T.A. An Introduction to Management Science, Thomson Publisher
- Ravindran, D. T. Phillips and James J. Solberg, Operations Research- Principles and Practice, John Wiley & Sons.
- Hamdy A. Taha, Operations Research-An Introduction, Prentice Hall,
- F.S. Hillier. G.J. Lieberman, Introduction to Operations Research- Concepts and Cases, Tata McGraw Hill.
- Vohra N.D, Quantitative Techniques in Management, Tata McGraw Hill
- Wayne Winston and Chris, Albright Practical Management Science.
- Stephen G. Powell, Kenneth R. Baker, Management Science, The Art of Modeling with Spreadsheets, John Wiley and Sons Inc.

- S. Chandra, Jayadeva, Aparna Mehra, Numerical Optimization with Application, Narosa Publishing House.

SUPPLY CHAIN MANAGEMENT

Course Code: MGM910

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

The course introduces students to the concepts and processes of supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

Learning Outcomes

- L01. Understand the key concepts in supply chain management and highlight the importance of all activities of the supply chain.
- L02. To develop skills for planning, designing the operational facilities of supply chain with the analytical and critical understanding
- L03. To understand how transportation play an important role in SCM.
- L04. Demonstrate IT applications for supply chain management in world business situations.

Unit	Topic
I L01	Objectives, Types, Various definitions, Drivers, Need for SCM, SCM as a profession; SCM decisions and skills, Strategy formulation in SCM; Value in Supply Chain, Tradeoffs, CRM Strategy relationship matrix
II L02	Strategic Sourcing - Source evaluation, collaborative perspective, Buyer-Supplier Relationship; Partner Selection, develop of Partnership,
III L02 L03	Inventory Management - importance of inventory, imbalances, uncertainties, inventory costs, inventory turnover ratio; Bullwhip effect in the Supply Chain; Warehousing: Economic Benefits, Strategic benefits, Accuracy and audits, Security, Safety and maintenance; Warehouse Operations: Inbound and Outbound processes, Handling, Storage; Warehouse Ownership: Private, Public, Contract; Warehouse decisions: Site selection, Design, Product mix analysis, Expansion; Warehouse decisions: Layout & Sizing
IV L03	Transportation Selection, Tradeoff, modes of transportation, models for transportation and distribution, factors affecting network effectiveness, 3PL advantages – Indian transport infrastructure; The role of forecasting in a supply chain; Components of a forecast & Forecasting methods; Qualitative Forecasting Methods & Quantitative Methods of forecast
V L04	Role of IT in a supply chain; The supply chain IT framework: CRM, ISCM, SRM, TMF; Future of IT in SCM; Supply chain IT in practice; SCM & ERP; Enabling Supply Chain Management through IT; Supply Chain Integration/Virtual; Technology in Supply Chain

Recommended Readings

- Supply Chain Management: Concepts and Cases. Prentice Hall of India. By Altekarr RV. (Lt. Ed.).
- Purchasing and Supply Chain Management. Thomson Asia. By Monczka R, Trent R & Handfield R. (Lt. Ed.).
- Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House. Van Weele AJ. (Lt. Ed.).
- Designing and Managing the Supply Chain, Concepts, Strategies and Case Studies, 3rd Edition, Irwin/McGraw Hill. By Simchi-Levi, David, Kaminsky, Philip, and Simchi-Levi, Edith ((Lt. Ed.))
- Essentials of supply chain management ((Lt. Ed.)), Jaico Publishing House by Dr. R.P. Mohanty and Dr. S. G. Deshmukh
- Supply Chain management ((Lt. Ed.)), Pearson Prentice Hall, ISBN: 978-0-13-608040-4. By Chopra, Sunil, P. Meindl, 4th edition

INTERNATIONAL BUSINESS

INTERNATIONAL BUSINESS FUNDAMENTALS

Course Code: MGM905

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

To enlighten the students on various aspects of international business fundamentals and develop an understanding of the basic concepts related to global environment issues and to analyse the impact of globalization on the Indian industry.

Learning Outcomes

L01: Understand fundamentals of international business environment.

L02: Explore multinational companies' culture and associated concepts

L03: Manage international technology and its challenges

L04: Identify opportunities for expansion of MNCs

Unit	Topic
I L01	An overview of International Business fundamentals, Analysis of Global Environment Political, Social and Cultural, Legal, Technological Environment. Globalization forces Meaning, Dimensions and Stages in Globalizations- Globalization Boon or Bane.
II L02	Managing the multinational Enterprises-Problems and Potential- Multinational Service Organizations. Indian Companies becoming multinationals- Potential, Need and Problems. Rise of new Economies like Brazil, Russia, India and China (BRIC) and Association of Southeast Asian Nations (ASEAN) Countries.
III L01, L02	Country Risk Analysis- Political, Social, and Economic, Cultural and Ethical Practices Responsibilities of International Business, Opportunities and threats for International Business. Trade Blocks, Types of Integration; Integration of Developing Countries- SAARC, and SAPTA.
IV L03	Managing International Technology Transfers- Nature of Technology Transfer, Stages in the Transfer Process and International Technology Issues. Context of technology in global environment and practical issues related to it.
V L04	Live cases pertaining to modes of entry to global environment, application of strategies in global challenging environment, foreign currency fundamentals.

Recommended Readings

- O.P. Agarwal and B. K. Chaudhary (2009): Foreign Trade and Foreign Exchange (6th ed.), Himalaya Publishing House.
- Vyuptakesh Sharan (2011): International Business- Concept, Environment and Strategy, (3rd ed.), Pearson Education.
- Francis Cherunilam (2010): International Business, Text and Cases (5th ed.), Prentice Hall of India Private Limited, New Delhi.
- Rakesh Mohan Joshi (2009): International Business (1st. ed.), Oxford University Press. · Justin Paul (2008): International Business (4th ed.), Prentice Hall of India Learning Pvt. Ltd.

- P.SubhaRao (2013):International Business, Text and Cases (3rd ed.),Himalaya Publishing House.
- J.D.Daniels, L.H. Radebaugh, D.P.sullivan&P.Salwan (2009): International BusinessEnvironment and Operations, (12th ed.), Pearson Publication.

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: MGM906

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objectives

The aim of the course is to understand the various stages of expansion overseas that multinational corporations utilize in order to benefit from globalization and describe the international monetary system and the foreign exchange markets.

Learning Outcomes

L01. Explore the international integration of financial markets and analyze implications for financial managers.

L02. Apply critical thinking skills in identifying and evaluating international financial issues and information.

L03. Use analytical skills to identify and analyze material factors that are involved in business problems.

L04. Describe how interest rate risk affects financial decision making in the international business

Unit	Topic
I LO1,2	International financial Environment: The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution.
II LO2	International flow of funds and International Monetary system:- International Flow of Funds: Balance of Payments (BoP), Trade deficits. Capital account convertibility (problems on BOP) International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).
III LO3	Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets.
IV LO4	International Financial Markets and Instruments: Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets International Banking services –Correspondent Bank, Representative offices, Foreign Branches.
V LO4	Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps- Interest Rate Swap-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Country risk analysis.

Recommended Readings:

1. International Financial Management, Geert Bekaert. (Latest Edition)
2. International Financial Management, PG Apte and Sanjeevan Kapshe. (Latest Edition)
3. Financial Management, MY Khan and PK Jain. (Latest Edition)

INTERNATIONAL TRADE LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code: MGM907

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objectives

The objective of the course is to provide an introduction and scenario to the field of Logistics and supply chain management in the International perspective.

Learning Outcomes

L01. Develop knowledge about the interconnectedness of business Marketing and organizations within the Logistics Management.

L02. Develop knowledge about the strategies, such as information sharing and contracts that can be used to improve the performance of a supply chain.

L03. Develop the knowledge to analyse inventory issues and recognise the role of inventory in international logistics.

L04. Explain planning of inventory flow of goods and services.

Unit	Topic
I LO1	Marketing Logistics: Concept, objectives, and scope; System elements; Relevance of logistics in international marketing; International supply chain management and logistics. Overview of customer focus & demand, resources & capacity management, procurement & supplier focus, inventory management, operations management, distribution management in SCM. Key Operational Aspects in SC: Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production.
II LO2	Transportation: Containerization; CFS and inland container depots; Dry ports; Road-Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents. Transportation activity – Internal transportation, inter-state goods movement; Factors influencing Distribution Logistics.
III LO3	Managing Networks: What is a Network? Business Networks, Network Position, Concept of Focal firm, Business Networks and CRM, Supplier Networks, Distribution Networks, Management of Networks, Supplier Relationships, E Procurement, Partners in Value Creation, Alliance between non-competing firms, Alliance between competing firms, Partners in Value Delivery.
IV LO4	General Structure of Shipping: Characteristics- Types of shipping- liner and tramp operations; Conference Chartering operation- Freight structure and practices Air Transport: Air transportation –total cost concept, advantages, freight structure, and operations; Carrier consignee liabilities- Cargo handling- Information Support System.
V LO4	Inventory Control and Warehousing: Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.

Recommended Readings

1. International Marketing by SakOnkvisit & John J. Shaw, Publisher: Prentice Hall of India. (Latest Edition)
2. International Marketing by Gupta and Varshing, Publisher: Sultan Chand and Sons. (Latest Edition)
3. Douglas Long: International Logistics Global Supply chain management, Kluwer academic

publishers-1-4020-7453-0. (Latest Edition)

4. Logistic Management and World Sea Borne Trade by MultiahKrishnaveni, Publisher: Himalaya Publication. (Latest Edition)
5. Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India. (Latest Edition)

CROSS CULTURE AND DIVERSITY MANAGEMENT

Course Code: MGM908

Course Credit: 04 (2-2-0)
Max Marks: 100 (30I+70E)

Objectives

This course will help you develop an understanding of the impact of culture on business behaviours and practices.

Learning Outcomes

L01. Develop greater awareness of the changing global environment and understanding of the implications for international business and management.

L02. Provide conceptual frameworks for systematically understanding the cross-cultural contexts of international business, and theoretical concepts relating to culture, cultural synergies and differences.

L03. Enable students to exhibit a high degree of cultural intelligence and cross-cultural communication skills applicable to the real world of business.

L04. Enhance students' understanding of workforce diversity and develop competence in intercultural communication and cross-cultural interactions.

Unit	Topic
I LO1	Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders– An Analytical framework, Difference in Global, International and Multi National firm, Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.
II LO2	Culture and Global Management – Global Business Scenario and Role of Culture; Elements & Processes of Communication across Cultures; High-Performance Winning Teams and Cultures; Culture Implications for Team Building, Role of leader in a diverse team, Culture and reward systems.
III LO3	Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context. Culture and Communications: Business communication across cultures
IV LO4	Global Human Resources Management – Staffing and Training for Global Operations – Expatriate training – Cross-cultural Competencies for Global Manager- Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel, Retention strategies.
V LO5	Designing the Strategy for a Culture Change Building; Hofstede's cultural dimensions, Successful Implementation of Culture Change Phase, Cultural Factors/Issues in International Performance Management.

Recommended Readings:

1. Madhavan, Shobhana, (Latest Edition), Cross-cultural Management – Concepts and Cases, Oxford University Press. Second Edition. New Delhi
2. Browaeys, Marie Joelle and Roger Price, (Latest Edition), Understanding Cross-cultural Management, Pearson Education, New Delhi
3. Sinha, Jai B.P. (Latest Edition). Multinationals in India. Managing the Interface of Cultures. Sage Publications. New Delhi

SEMESTER IV

INDUSTRY PROJECT

Course Code: AEC907

Course Credit: 18 (0-18-0)
Max. Marks: 400 (200I+200E)

Every student will be assigned a project topic in the third semester and it will be pursued by him/her under the supervision of an internal supervisor. The dissertation along with soft copy will be submitted by the students in the fourth semester.

The internal assessment shall be done on the basis of a presentation by the student as per the assessment schedule to be decided and announced by the School/Institution. The external assessment shall be done on the basis of Viva Voce and the report by an examiner to be appointed from the Panel of Experts as recommended by the BOS of the University School of Management.

SEMINAR RESEARCH

Course Code: AEC908

Course Credit: 04 (0-4-0)
Max. Marks: 200 (100I+100E)

This course provides students with opportunity to learn new concepts and skills and further develop concepts and skills acquired in core courses. The course is specifically intended to meet the needs of students planning a career in business administration. However, the flexible design of the course accommodates students having diverse career plans and interests. Because the curriculum is individualized no specific program-level learning outcomes can be, or are, established. Students can pursue as a review of papers/books as per the discretion of faculty mentors.

HUMAN VALUES & PROFESSIONAL ETHICS

Course code: OAE101

Course Credit: 02 (2-0-0)
Max. Marks: 100 (30I+70E)

Objective

It is practice to introduce this topic with western perspective. The normal practice is to define as Human values are the virtues that guide us to take into account the human element when we interact with other human beings. Human values are, for example, respect, acceptance, consideration, appreciation, listening, openness, affection, empathy and love towards other human beings.

Learning Outcomes

L01: Understanding of Human values for self (NiYama), and for interaction with outer world (Yama).

L02: Ability to exhibit Professional Ethics in performing a professional task with excellence

L03: Understanding of Professional Ethics that demands to see the unseen with emphasis on Sustainable development / eco-friendly implementation of the task.

L04: Ability to work in team with human values and professional ethics.

Unit	Topics
I LO1	Human Value-1: Morals, Values (Niyam): -Understanding values, Types of values, Role of tracking values for individual & social wellbeing. And Ethics (Yama): Integrity: - Understanding integrity and role of integrity in social harmony – Trustworthiness Work Ethics – Service-Learning – Civic Virtue – Respect for others – Living Peacefully –Caring – Sharing. Honesty: -Understanding honesty and its role in personal and social – Courage – Value Time. Cooperation: -Understanding cooperation and significance of cooperation its family, work team and social cohesiveness, wellbeing and development – Commitment. Tutorial Module: Rational Behaviour versus Ethical Behaviour: Case Studies (from Yoga-Sutra, BhagwatGeeta, Panchatantra, Autobiography of Mahatma Gandhi) or any other literatures.
II LO 1	Human Value-2: Empathy: Basic Concept on Empathy– Self- confidence – Spirituality- Character. Truthfulness: - Understanding truthfulness, need for truthfulness and role of truthfulness in relationship, social interaction, integrity, faiths & dependence – Customs and Traditions -Value Education – Human Dignity – Human Rights – Fundamental Duties – Aspirations and Harmony (I, We & Nature) – Gender Bias – Emotional Intelligence– Emotional Competencies – Conscientiousness. Being, body, brain & mind: - Effective & efficient use of body, brain and mind is personal and social well being Value Judgments, Facts & Values, how values are justified, Aesthetics, Selection of Values, Universal Values, Human Values, Value Education Tutorial Module: Empathy and its types: Case Studies from Yoga-Sutra, BhagwatGeeta, Panchatantra, Autobiography of Mahatma Gandhi or any other literature.
III LO2 LO3	Professional Ethics aiming at excellence and Harmony: Value Based Life and Profession, Professional Ethics and Right Understanding, Competence in Professional Ethics, Issues in Professional Ethics – The Current scenario. Positive and constructive dynamism of power, politics and leadership. Tutorial Module: Ethical decision making: Case Studies (from Yoga-Sutra, BhagwatGeeta, Panchatantra, Autobiography of Mahatma Gandhi or any other literature)

IV LO 4	Professional Ethics: Global Prospective. Globalization and MNCs – Cross Culture Issues – Business Ethics – Media Ethics – Environmental Ethics – Endangering Lives – Bio Ethics – Computer Ethics – War Ethics Tutorial Module: Ethics and Social Networks: Case Studies (from Yoga- Sutra, BhagwatGeeta, Panchatantra, Autobiography of Mahatma Gandhi or any other literature)
V LO4	Duties and Rights in Profession Concept of Duty – Professional Duties Collegiality – Techniques for Achieving Collegiality – Senses of Loyalty Consensus and Controversy – Professional and Individual Rights – Confidential and Proprietary Information – Conflict of Interest-Ethical egoism – Collective Bargaining – Confidentiality – Gifts and Bribes, Plagiarism Tutorial Module: Ethics in Corporate: Case Studies (from Yoga-Sutra, BhagwatGeeta, Panchatantra, Autobiography of Mahatma Gandhi or any other literature)

Recommended Readings

- New Approaches in Ethics for the Caring Professions: Taking Account of Change for Caring Professions 2005 Edition, by Richard Hugman Publisher: Red Globe Press; (Lt. Ed.)
- Rethinking Values and Ethics in Social Work 1st ed. 2017 Edition, Kindle Edition by Richard Hugman (Author), Jan Carter (Author) Publisher: Red Globe Press; (Lt..Ed.)
- Professional Ethics and Human Values Paperback – 2015 by A. Alavudeen (Author), R. KalilRahman (Author), M. Jayakumaran (Author) Publisher: Laxmi Publications; (Lt. Ed.)
- A Foundation Course in Human Values and Professional Ethics Paperback – 30 Apr 2010 by R.R. Gaur (Author), R. Sangal (Author), G.P. Bagaria (Author) Publisher: Excel Books (Lt. Ed.)
- Living Issues in Philosophy (Lt. Ed.) By: Titus, Smith and Nolan Publisher: Oxford University Press, New York
- Foundation of Ethics and Management By: B P Banerjee Publisher: Excel Books,(Lt. Ed.)
- Case Study: <https://whitneyhess.com/blog/2012/08/21/on-empathy-and-apathy-two-casestudies/> Book: De Gruyter - Speaking of Emotions: Conceptualisation and Expression (edited by AngelikiAthanasiasidou, ElzbietaTabakowska)
- Book: To Kill a Mockingbird - Lee Harper
- Book: Take A Walk In Someone Else's Shoes by Bethany Morlan
- A paper on 'University Students' Value Priorities and Emotional Empathy': file:///C:/Users/Dell/Desktop/University_Students_Value_Priorities_and_Emotiona.pdf
- Research paper on 'Empathy as Added Value in Predicting Donation Behavior': file:///C:/Users/Dell/Desktop/wp_10_692.pdf
- Decety J and Jackson PL. 2004. The functional architecture of human empathy. Behavioral and cognitive neuroscience reviews 3(2):71-100.
- Klimecki OM1, Leiberg S2, Ricard M2, Singer T3. Differential pattern of functional brain plasticity after compassion and empathy training. SocCogn Affect Neurosci. 2014 Jun; 9 (6): 873-9.
- A paper on 'The Science of Empathy' - <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5513638/> 9. A paper on 'The Psychology of Emotional and Cognitive Empathy' - <https://lesley.edu/article/the-psychology-of-emotional-and-cognitive-empathy>.

SEMESTER IV

ELECTIVES

Finance	
MFM913	Wealth Management
MFM914	Financial Markets & Services
HRM	
MHR910	Compensation & Reward Management
MHR911	Industrial Relations and Labour Laws
Marketing	
MMK904	Product and Brand Management
MMK905	Services Marketing & CRM
Operations	
MGM911	Enterprise Resource Planning
MGM912	Business Process Re-Engineering
International Business	
MGM913	International Business Laws
MGM914	Competitive Strategy for Global Markets

FINANCE

WEALTH MANAGEMENT

Course Code: MFM913

Course Credit: 03 (2-1-0)
Max. Marks: 100 (30I+70E)

Objective

To acquaint students with the significance of financial planning and wealth management at economy and individual level and to learn about the essential terms, concepts, theories and principles of Wealth management.

Learning Outcomes

L01: familiarize students with the wealth management under various economic states.

L02: Evaluate various aspects of risk management related with equity and debt investment and taking decisions accordingly.

L03: Comprehend student with the various products or assets available for investment.

L04: Provide students the knowledge of asset allocation based on their risk and return.

Unit	Contents
I L01	Introduction of Wealth Management-concept of wealth management, need, features, advantages and limitations of Wealth Management. Wealth Management & the Economy- Financial planning to wealth management, Economic cycles and Indicators. Wealth management and impact of interest rate, currency exchange rate & the deficit.
II L02	Investment & Risk Management of Equity- Active and Passive Exposure, Returns from passive exposure to S&P CNX Nifty, Sector Exposure and Diversification, Fundamental Valuation Approaches, Investment and Speculation, Leveraging, Interest Rate and Debt Investments, Credit Exposure and Debt Investments, Concentration Risk, Passive Investments in Debt. Primary market for debt Securities- Issuance of G-Secs and Corporate Bonds; Secondary Market for Debt Securities. Investment & Risk Management of Alternate Assets -Gold and Real Estate
III L03	Investment product and Services-Derivative, Mutual Fund, Venture Capital / Private Equity Funds d. Hedge Funds , Structured Products , Portfolio Management Services (PMS) Risk Management through Insurance- Risk Assessment, Life Insurance, Health Insurance, General Insurance, Safeguards in Insurance Consumer credit- Meaning, Measuring credit capacity, procedure of credit application, correction of credit mistakes
IV L04	Risk Profiling & Asset Allocation- Risk Profiling, Need of Asset Allocation, Strategic Asset Allocation, Tactical Asset Allocation, Fixed Asset Allocation, Flexible Asset Allocation. Asset Allocation Returns in Equity, Debt and Gold -

	Fixed Asset Allocation with Annual Re-balancing-Flexible Asset Allocation, Allocation to Speculation, Diversification in Perspective.
V LO4	Financial Planning- Role of Financial Planner, importance of financial planning, Financial Planning Process, Contract and Documentation, Life Cycle and Wealth cycle, Risk Profiling and Asset Allocation, Systematic Approach to Investing (SIP, SWP, STP), Financial Plan, Financial Blood-Test Report (FBR). Financial Planning in India. Financial Planning Aspects-Role of Equity in Retirement planning, leveraged investment in IPOs, generating regular Income, and Funding Education needs, Loan Against Investment Products, Liquidity of Investment Portfolio. Tax Planning: Taxes and financial planning, Computing taxable income, deductions and exemptions, Pre and post-retirement strategies, Maximizing Post tax returns.

Recommended Readings

- Evensky, H., Horan, S. M. and Robinson, T. R. (2011) The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets. Wiley. (Lt. Ed.)
- Chorafas, D. N. (2006) Wealth management: private banking, investment decisions, and structured financial products. Amsterdam: Elsevier. EBSCOhost ebook collection [online]. (Lt. Ed.)
- Reuvid, J. (ed.) (2007) The Handbook of personal wealth management, London: Kogan Page. MyiLibrary [online] (Lt. Ed.)
- Bharti V Pathak., Indian Financial System, Pearson Education, New Delhi. Note: Latest edition of readings may be used Teaching Learning Process, (Lt. Ed.)
- Uma Shashikhat and Sunita Abraham, Wealth Management, Centre for Investment Education & Learning Publication. (Lt. Ed.)
- Dun and Bradstreet, Wealth Management, McGraw Hill Professionals. (Lt. Ed.)
- Introduction to Financial Planning, Indian Institute of Banking and Finance. (Lt. Ed.)
- Risk Analysis, Insurance and Retirement Planning, Indian Institute of Banking and Finance, (Lt. Ed.)
- NCFM module on Wealth Management, NSE India Ltd.

FINANCIAL MARKETS & SERVICES

Course Code: MFM914

Course Credit: 03 (2-1-0)

Max. Marks: 100 (30I+70E)

Objective

This course is designed to acquaint students with the working of the financial system and the financial markets. It provides exposure to the major financial services and the legal provisions governing them.

Learning Outcomes

- LO1: Explain the functioning of the financial system
- LO2: Appraise the financial markets and instruments
- LO3: Analyse the nature of various financial services
- LO4: Evaluate the investment decision by applying concept relevant to financial markets and institutions.

Unit	Contents
I LO1	Overview of Financial System, Markets, Institutions and Instruments; Meaning, nature and types of Financial Services; Importance of Financial Services; features, participants and functions of Capital Market and money market; IPOs for startups and SMEs; Stock exchanges and SEBI, Global Currency Markets including "East Asian Crisis of 1997." Overview of other such macro events like US recession, Covid-19. NBFC Liquidity crunch. MSME financing.
II LO2	Constituents of Depository system; Functions of Depository; Dematerialization and Rematerialization process, Depositories in India. Concept, origin and growth of MFs; Constitution & management of MFs; Classification of MFs schemes; NAV and pricing of MFs; State of MFs in India.
III LO3	Concept and process of factoring; Types and importance of factoring; Financial aspects of factoring. Merchant Banking services, Issue management, Merchant Banking in India, Regulatory framework.
IV LO4	Concept and objectives of credit rating; Process of credit rating; Rating framework; credit rating agencies in India. Leasing and its concepts. Overview about blockchain and cryptocurrency.
V LO4	Concepts & characteristics of venture capital; VC financing process; Venture capital in India; VCF Regulations. Concept; Process of securitization; Advantages and financial evaluation.

Recommended Readings

- Thummuluri Siddaiah, Financial Services, First Edition, Pearson Education, (Lt. Ed.)
- Bharati. V. Pathak, The Indian Financial System (Markets, Institutions and Services), Second edition, Pearson Education, (Lt. Ed.)
- Gordon and Natarajan, Financial Markets and Services, Fifth edition, Himalaya Publishing House, (Lt. Ed.)
- M.Y. Khan, Financial Services, Fourth edition, Tata Mc. Graw Hill, (Lt. Ed.)

- H.R. Machiraju, Indian Financial System, Third edition, Vikas Publishing House, (Lt. Ed.)
- Nalini Prava Tripathy, Financial Services, Second edition, Prentice-Hall India, (Lt. Ed.)
- L.M. Bhole, Financial Institutions and Markets, Fifth edition, Tata Mc. Graw Hill, (Lt. Ed.)

HUMAN RESOURCE

COMPENSATION & REWARD MANAGEMENT

Course Code: MHR910

Course Credit: 03 (2-1-0)
Max. Marks: 100 (30I+70E)

Objective

The course shall focus on basic compensation concepts, practices, and issues pertaining to human resources compensation.

Learning Outcomes

L01: Learn basic compensation concepts and the context of compensation practice

L02: Understand different issues related to compensation of human resources in organizations

L03: Learn implications for strategic compensation and issues related to tax implications of compensation

L04: Understand skills in designing, analyzing and restructuring reward management systems, policies and strategies

Unit	Contents
I L01	Compensation: Concept, Objectives, Financial and Non-Financial compensation system. Economic and Behavioural theories of compensation. Compensation structure, Significance of employee compensation, New trends in compensation management, Compensation as motivational tool; Compensation policy.
II L02	Compensation of Special groups Corporate Directors, Chief executives, Senior Managers; Components of executive compensation package, Compensation of professionals and knowledge workers, R&D Staff, Understanding different components of compensation package like fringe benefits, Incentives & retirement plans
III L03	Strategic compensation management: Strategic compensation design and policies, Legal framework of compensation, Taxation issues and employee compensation: Tax implications of compensation, Compensation and the Income Tax Act.
IV L04	Reward Management: Concept, Aims, Components of Reward system: Monetary & Non-Monetary rewards, Role of reward in organisation, Strategic perspectives of reward systems and strategies.
V L04	Recent Development in rewards and recognition in business organisations.

Recommended Readings

- Singh, B.D., "Compensation Reward Management", Excel Books, New Delhi. (Latest Edition)
- Bhattacharya, Deepak: Compensation Management, Oxford University Press. (Latest Edition)

- Milkovich, George T and Newman J.M., "Compensation", Tata McGraw Hill, New Delhi. (LatestEdition)
- Henderson, RI, "Compensation Management", Pearson Education. (LatestEdition)
- Martocchio, J.J. "Strategic Compensation", Pearson Education. (LatestEdition)
- Armstong, M and Murlis H, "Reward Management", Kogan Page, UK. (LatestEdition)

INDUSTRIAL RELATIONS & LABOUR LAWS

Course Code: MHR911

Course Credit: 03 (2-1-0)
Max. Marks: 100 (30I+70E)

Objective

This course shall enlighten students about the contemporary industrial relations and labour laws. It shall also enhance their understanding about protective legislations and regulations.

Learning Outcomes

L01: Understand the need, importance and fundamental principles of labour legislation in India.

L02: Understand legal provisions of Regulative and Protective Labour Legislations.

L03: Develop an understanding of Legal Framework of Industrial Relations

L04: Acquaint with Wage related legislations.

Unit	Contents
I LO1	Introduction to Industrial Relations: The Concept of Industrial Relations, Background to Industrial Relations, Evolution of Industrial Relations in India, The Dynamic Context of Industrial Relations: Globalization and the National Economy, Responses to Competitive Pressures, Changes in Employment Practices, The Actors in Employee Relations: Management, Unions and the State. Role of Trade Union in Industrial Relations, Changing Profiles of Major Stakeholders of Industrial Relations in India.
II LO2	Interactions & Outcomes in Industrial Relations: Employee Involvement & Participation: Concept, Objectives and Forms, Ethical Codes, Discipline & Grievance Management: Forms and Handling of Misconduct. Collective Bargaining Importance, Process of Negotiation and Recent Trends in Collective Bargaining, Positive Employee Relations.
III LO3	Legal Framework of Industrial Relations: Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, Legislation: The Trade Unions Act 1926, The Industrial Dispute Act 1947, The Factory's Act 1948, The Contract Labor Act 1970, The Payment of Bonus Act, 1965, The Industrial Employment (Standing Orders) Act 1972, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923, The ESI Act 1948, The Employees' Provident Fund and Miscellaneous Provisions Act 1952 and The Maternity Benefits Act 1961, Overview of these Acts Only.
IV LO4	Emerging Scenario of Industrial Relations: Industrial Relations & Technological Change, Adjustment Processes and Voluntary Retirement Schemes, Main Recommendations of the National Labour Commission, International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions, International Dimensions of Industrial Relations, The Future Direction of Industrial Relations.
V LO4	Contemporary Issues: Need of Labour Law Reforms, New proposed Labour Codes; Govt , trade unions , employer and employees perspective in new

	framework of Labour Laws and labour reforms. Gender Justice: Constitutional Aspects, Legal Aspects.
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Recommended Readings

- Sinha, P.R.N. Sinha I. B. (Lt. Ed.), Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
- Blyton, P. & Turnbull, P. (Lt. Ed.), The Dynamics of Employee Relations. Palgrave Macmillan.
- S. C. Srivastav, Industrial and Labour Laws, Vikas Publishing Houses. (Latest Edition)
- Malik, P.L., Industrial Law; Eastern Book Company, Lucknow. (Latest Edition)
- Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad. (Latest Edition)
- Sharma, A.M., Industrial Jurisprudence, Himala Pub. House, New Delhi. (Latest Edition)
- Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad. (Latest Edition)
- Sinha, P.R.N., Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi. (Latest Edition)

MARKETING

PRODUCT AND BRAND MANAGEMENT

Course Code: MMK904

Course Credit: 03 (2-1-0)

Max. Marks: 100 (30I+70E)

Objective

This course shall focus on familiarity with product and brand-based knowledge for students. They shall be able to analyze product stages and brand management.

Learning Outcomes

L01: Discuss Product management strategies

L02: Conceptualize new product development

L03: Design and implement marketing programs and activities to build, measure and manage brand equity.

L04: Manage brand in global digitalized world

Unit	Contents
I L01	Introduction to Product: Competition & Product Strategy, Product life cycle, managing product life cycle, MVP and its importance, go to market strategy, acquisition and retention strategy
II L02	New Product Development: New product strategy – competition, uncovering needs, buyer behaviour analysis, research methods, product testing and new product pricing
III L02 L03	Brand Equity, customer-based brand equity, Aaker model, Brand Positioning and Brand Associations, Using Brand Elements to create brand equity, Brand architecture, Leveraging Secondary Brand Associations, Designing and Implementing Branding Strategies.
IV L04	Managing Brands Over Time: Reinforcing brands, revitalizing brands, adjustments to the brand portfolio. Managing Brands Over Geographic Boundary.
V L03 L04	Launching Brand Extensions Products, Brand Equity measurement approaches. managing brand in digital world

Recommended Readings

- Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, (LatestEdition).
- Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education, (LatestEdition).
- Keller, K. L., Swaminathan, V. (2020). Strategic Brand Management: Building, Measuring, and Managing Brand Equity. United Kingdom: Pearson. (LatestEdition)
- Keller, K. L. (2013). Strategic brand management: Building, measuring, and managing brand equity, (LatestEdition), Pearson Education.

SERVICES MARKETING & CRM

Course Code: MMK905

Course Credit: 03 (2-1-0)
Max. Marks: 100 (30I+70E)

Objective

This course shall provide insights related to services in the marketing domain and building customer relationships.

Learning Outcomes

L01: Understand various Service marketing concepts, terminologies and processes.

L02: Apply service concepts in service organization to develop quality products

L03: Apply CRM for better customer proposition

L04: Manage customer data and design marketing program

Unit	Contents
I L01	Introduction to Services Marketing, Growing Importance of Services Sector, Unique characteristics and Marketing Implications, Customer Expectations and Perceptions.
II L02	Service Quality and Customer Satisfaction, GAPs Model; Service Recovery, Services Marketing Mix, Services Design and Development; Service Blueprinting; Physical Evidence and Servicescape; Managing Service Personnel; Employee and Customer Role in Service Delivery, managing demand and capacity.
III L01 L03	Elements of CRM, CRM Strategy, CRM architecture, communication channels for CRM and their influence, proposition for customer- customization of product and pricing.
IV L04	Customer data management, data mining, designing loyalty program, Customer life time value, cross selling.
V L01 L04	Challenges and emerging trends in CRM. Building lifelong relations with customers on national and global level.

Recommended Readings

- Zeithaml V. A., Bitner M. J. and Pandit, A. (2013), Services Marketing, 6th Edition, McGraw Hill Publishing Co. Ltd. New Delhi. (LatestEdition)
- Lovelock C. H., Wirtz, J. and Chatterjee, J. (2011). Service Marketing: People, Technology, Strategy, 7th Edition, Pearson Education, New Delhi. (LatestEdition)
- Peelen,E.(2009)Customer relationship management, pearson education. (LatestEdition)
- Buttle,F (2009) Customer relationship management, Burlington MA,Butterworth-Heinemann. (LatestEdition)

OPERATIONS

ENTERPRISE RESOURCE PLANNING

Course Code: MGM911

Course Credit: 03 (2-1-0)
Max. Marks: 100 (30I+70E)

Objective

This course serves as an introduction to the world of Enterprise Resource Planning and to provide foundation for many disciplines in common business modern information systems. The course aim to provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.

Learning Outcomes

L01: Understand the basic use of Enterprise system, and its role in integrating business functions

L02: Analyze the strategic options for ERP identification and adoption.

L03: Design the ERP implementation strategies.

L04: Create reengineered business processes for successful ERP implementation and maintenance

Unit	Topics
I L01	ERP Introduction, Conceptual Model of ERP, Structure of ERP; ERP and Business – value creation; Integrated Information Management;
II L02	Enterprise and ERP, Business modeling; Benefits of ERP: Quantifiable, Intangible; Business Process Reengineering, Data ware Housing, Data Mining, Online Analytic Processing (OLAP), Product Life Cycle Management (PLM), LAP, Supply chain Management.
III L03	ERP Marketplace and Marketplace Dynamics: Market Overview, Marketplace Dynamics, the Changing ERP Market; Risks: People, process, Technology, Implementation, Operational and Managerial risks. Introduction to ERP related technologies; Functional modules of ERP software.
IV L03 L04	Market Overview, Marketplace Dynamics, the Changing ERP Market; Implementation of ERP: Life cycle; Implementation methodologies, transition strategies; People involved in implementation; Success and failure in implementation – factors.
V L04	Operation and Maintenance of an ERP system; Integrating ERP into organizational culture, ERP & E-Commerce

Recommended Readings

- Vinod Kumar Garg and Venkitakrishnan N K, “Enterprise Resource Planning Concepts and Practice”, PHI. (Lt. Ed.)
- Joseph A Brady, Ellen F Monk, Bret Wagner, “Concepts in Enterprise Resource Planning”, Thompson Course Technology. (Lt. Ed.)
- Alexis Leon, “ERP Demystified”, Tata McGraw Hill. (Lt. Ed.)

- Rahul V. Altekar “Enterprise Resource Planning”, Tata McGraw Hill, (Lt. Ed.)
- Mary Summer, “Enterprise Resource Planning”- Pearson Education, (Lt. Ed.)
- ERP in practice – Vaman – TMH, (Lt. Ed.)
- Daniel E.O’Leary, Enterprise Resource Planning Systems, Cambridge University Press, (Lt. Ed.).
- Ellen Monk, Bret Wagner, Concepts in Enterprise resource planning, Cengage learning, (Lt. Ed.).

BUSINESS PROCESS RE-ENGINEERING

Course Code: MGM912

Course Credit: 03 (2-1-0)
Max. Marks: 100 (30I+70E)

Objective

The aim of the course is to make the students proficient in analysis of business process from tactical, operational & strategic perspectives, Evolution of BPR TQM, Practical Application of the BPR Framework & Critical Success Factors.

Learning Outcomes

L01. Understand BPR and its elements

L02. Apply the BPR methodology and its phases in actual practice

L03. Understand best-practice method to achieve sustainable transformation using BPR

L04. Analyze the critical factor of BPR program management.

Unit	Topic
I L01	Business processes Re engineering: Definition, Basic Concept & Evolution, Need, Myths, Benefits, BPR principles & elements, Breakthrough reengineering model, Performance improvement, Key targets of BPR, Myths about BPM, BPR & other management concepts: TQM, Quality function deployment, ISO standards
II L01	Understanding Business Processes, Measuring existing processes before effecting Change, Redesigning Business Processes, Case Studies, selection criteria, dysfunction, importance feasibility, Goals of BPR: reduction of Cycle time &, Cost, Quality enhancement, Customer Satisfaction, BPR team characteristics.
III L02	BPR Methods & Phases, Tools used for Business Modelling- flow-charting, business activity maps, relational diagrams, cost-benefit analysis, Process Modelling, Notations, Case Studies. BPR KPIs Definition, Measuring KPIs, Methodologies, Balanced Scorecard (Common Assessment Framework) Extended Framework, Integrated Methodology, Case Studies.
IV L03	BPR enablers in manufacturing: Agile, Lean, JIT, Collaborative; Intelligent Manufacturing, Planning of Production, Product design and its development, Manufacturing & Environment. Functional Information System: Marketing, Production, Material Management, Accounting & Finance, HRM. BPR & IT, Criticality of IT in business process
V L04	Organization Restructuring, Planned alteration in business re-engineering projects; Factors relating to change management systems and culture, Leadership and organizational change management, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Ineffective BPR teams, A framework for barrier management.

Recommended Readings

- Hammer, M. and Champy, J, Re-engineering the Corporation: A Manifesto for Business Revolution, Harper Business (Latest Edition)
- R. Radhakrishnan S.Balasubramanian, Business Process Reengineering, Text and Cases, PHI. (Latest Edition)
- Vikram Sethi and William R. King, Organisational Transformation through Business Process Reengineering, Pearson. (Latest Edition)
- K. Shridhara Bhatt, Business Process Reengineering, Himalaya Publications. (Latest Edition)
- Hammer, M. and Stanton, S.A, The Re-engineering Revolution, Harper Business. (Latest Edition)

Edition)

- Graham R. Sturdy, Business Process Reengineering: Strategies for Occupational Health and Safety, (Latest Edition), Cambridge Scholars Publishing
- Harmon, P , Business Process Change : A Guide for Business Managers and BPM and Six Sigma Professionals, Elsevier/Morgan Kaufmann Publishers. (Latest Edition)
- Kock, N.F., Process Improvement and Organizational Learning: The Role of Collaboration Technologies, Idea Group. (Latest Edition)
- R. Anupindi et al., Managing Business Process Flows: Principles of Operations Management, Pearson Education Inc. (Latest Edition)
- Walford, R.B., Business Process Implementation for IT Professionals and Managers, Artech House. (Latest Edition)
- Henry J Johansson, H J Johansson, Mo, Business Process Reengineering, Wiley. (Latest Edition)

INTERNATIONAL BUSINESS

INTERNATIONAL BUSINESS LAWS

Course Code: MGM913

Course Credit: 03 (2-1-0)
Max. Marks: 100 (30I+70E)

Objective

To acquaint the students with the comprehensive understanding of the legal aspects associated with international business transactions.

Learning Outcomes

L01: Understand the concept of contract and agreement

L02: Knowledge about legal frame work of International business

L03: Understand and evaluate various international commercial terms in context to sea and air carriers

L04: Analyse various licensing agreements and get an understanding about host country laws

Unit	Topic
I L01	Introduction: Contract, Valid Contract; Void Contract; Contingent Contract; Quasi Contract; Contract of Indemnity, Bailment and Agency- An overview; Performance of contract; Contract Vs Agreement;
II L02	Legal Framework of International Business: Nature and Complexities; Code and Common Law and their implications to business; International Business Contracts- Legal Provisions; Payment terms; International Sales Agreement; Rights and Duties of Agents and Distributors; The Regulation of Imports and Exports; Comparative Law: Differences in National Laws and Legal Systems; International Sale of Goods CISG (1980): Formation and Performance of Contract, Acceptance and Rejection of Goods. Company Law: Characteristics of Company, Kinds and Stages in the formation of a Company; Setting up offices and branches abroad.
III L01, L02	International Commercial Terms (INCOTERMS); Carriage: Unimodel and Multimodel Transport; The Carriage of Goods and the Liability of International Air Carriers: The Warsaw Convention of 1929, The Montreal Convention of 1999, Applicability to International Carriage, Liability for Air Cargo Losses; Liability of the Goods by Sea: The Harter Act, The Hague Rules, the Carriage of Goods by Sea Act (COGSA), Limitations of Liability under COGSA, Nautical Liability of the Carrier; Shipper's Liability for Hazardous Cargo; Carrier's Liability for Cargo Shortages; The Per-Package Limitation; Liability for Material Deviation; Liability of Ocean Transportation Intermediaries.
IV L03	Licensing Agreements and the Protection of Intellectual Property Rights: Reasons for Intellectual Property Transfer Agreements; Intellectual Protection for Patents, Trademarks and other Intellectual Property; Trade-Related Aspects of Intellectual Property Rights (TRIPS); the DOHA Declaration on TRIPS and Public Health; Non-Enforcement of IPR Laws; The Mechanics of IPR Transfer Regulations; The Gray Market; Franchising: Licensing outside the Technological Context.

V LO4	Host-Country Regulations: Corporate Law, Taxation and Currency Risk- Host Country Corporate Law affecting Foreign Investment; Minority Ownership Investments; Controlling Currency Risk: Currency Swaps, Arrangements with Soft Currency Country, Payment and Price Adjustment Approaches, Structuring of Hard-Currency Obligations and Revenues, Countertrade, Informal Consortia or Parallel Exchanges, Inconvertibility Insurance.
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Recommended Readings

1. Schaffer, Agusti & Earle (Latest Edition): International Business Law: A Comprehensive Approach, Cengage Learning, New Delhi.
2. Lew, D.M., Julton, Clive (Latest Edition): International Trade Law and Practice, Euromoney Publications, London.
3. Carr, I. (2005): International Trade Law (Latest Edition), Routledge-Cavendish.
4. August, R.A., Mayer, D. & Bixby, M. (Latest Edition): International Business Law Prentice Hall.
5. Chow, D.C.K., & Schoenbaum, T.J. (Latest Edition): International Business Transactions Aspen Publishers

COMPETITIVE STRATEGY FOR GLOBAL MARKETS

Course Code: MGM914

Course Credit: 03 (2-1-0)
Max. Marks: 100 (30I+70E)

Objectives:

The course aims to examine the major issues relating to strategy formulation and execution with respect to global markets / international business

Learning Outcomes

L01. Understand the global context in which business operates

L02. Explore the various drivers and patterns of international business activity in global markets

L03. Examine the various forms of international business activity

L04. Examine business strategies for going global and key managerial issues.

Unit	Topic
Unit I L01	The global context of business today, National versus regional versus global integration, Challenges to globalization
Unit II L02	Porter's national diamond of competitive advantage, Economies of scale and scope, Standardisation versus differentiation in global markets
Unit III L03	Forms of international business, International trade and investment, Licensing arrangements, Transaction cost theories of international business activity
Unit IV L04	Competence building for going global, Cross-cultural management issues, Sharing competencies across borders, Transfer pricing issues in global markets, Expatriate management in global markets
Unit V L04	Stages of evolution in international strategic management, Multi-domestic to multinational to transnational solutions in global markets Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy in global markets

Recommended Readings

1. Thompson, A., Peteraf, M., Gamble, J., Strickland III, A. J., & Jain, A. K. *Crafting & executing Strategy: The quest for competitive advantage: Concepts and cases*. McGraw-Hill Education.
2. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. *Economics of strategy*, John Wiley
3. Cherlunilam F, *International Business: Text and Cases*, Prentice Hall
4. Grant, R. M. *Contemporary strategy analysis: Text and Cases*, Eighth Edition, Wiley.
5. Teece D "Transaction cost economics and multinational enterprises", *Journal of Economic Behaviour and Organisation*, Vol 7
6. Porter M, *The Competitive Advantage of Nations*, Free Press