

**KARUNYA SCHOOL OF
MANAGEMENT**

LIST OF NEW / REVISED COURSES

Course Code	Course Title	Credits [L:T:P:C]
24MS3001	Accounting for Decision Making	0:0:4:2
24MS3002	Statistics for Business	0:0:4:2
24MS3003	Self-Awareness and Profiling	0:0:2:1
24MS3004	Business Decision Model	0:0:4:2
24MS3005	Applications in Financial Management	0:0:4:2
24MS3006	Corporate Skills Development	0:0:2:1
24MS3007	Project Preparation	0:0:4:2
24MS3008	Corporate Leadership	0:0:2:1
24MS3009	Business Research Applications	0:0:4:2
24MS3010	Sustainability in Global Business Environment	4:0:0:4
24MS3011	Applications of R Software for Business Analysis	0:0:4:2

List of MBA Elective Courses

Course Code	Course Title	Credits L:T:P:C
23MS3030	Applications in Fintech	4:0:0:0

List of MBA Online Business Analytics Elective Courses

Course Code	Course Title	Credits L:T:P:C
24MS3501	Machine Learning	4:0:0:4
24MS3502	Business Intelligence	4:0:0:4
24MS3503	Predictive Analytics	4:0:0:4
24MS3504	Descriptive Analytics	4:0:0:4
24MS3505	Text Mining And Analytics	4:0:0:4

List of MBA Online Information Systems Elective Courses

Course Code	Course Title	Credits L:T:P:C
24MS3506	Strategic Management of Information Technology	4:0:0:4
24MS3507	Managing Digital Transformation	4:0:0:4
24MS3508	Artificial Intelligence for Business	4:0:0:4
24MS3509	Enterprise Resource Planning	4:0:0:4
24MS3510	Project and Technology Management	4:0:0:4

List of MBA Online Entrepreneurship Elective Courses

Course Code	Course Title	Credits L:T:P:C
24MS3511	Entrepreneurship Development	4:0:0:4
24MS3512	Business Venture Analytics	4:0:0:4
24MS3513	Product Development and Entrepreneurship	4:0:0:4
24MS3514	Translating Business Model into Startup	4:0:0:4
24MS3515	Social Entrepreneurship	4:0:0:4

List of new/ revised courses for B.Tech and other UG programmes 2023 onwards

Course Code	Course Title	Credits L:T:P:C	New/ Revised Course
23MS1001	Data Analytics And Optimization Laboratory	0:0:2:1	New Course
18MS2001	Professional Ethics (V-1.1)	3:0:0:3	Course outcome revised

List of courses for B.Tech and other UG programmes 2024 onwards

Course Code	Course Title	Credits
		L:T:P:C
24MS2001	Professional Ethics	3:0:0:3
23MS2004	Business Plan for Start Up	2:0:0:2

Course Code	Accounting for Decision Making	L	T	P	C
24MS3001		0	0	4	2

Course Objectives:

Enable the student to:

1. Relate the concepts, conventions, and role of accounting with managerial decision making.
2. Analyse and interpret the financial statement of an organization
3. Evaluate the financial growth of the company

Course Outcomes:

The student will be able to:

1. Access the financial statement of companies to study the financial.
2. Analyse the financial statement using financial ratios, comparative, common-sized financial statements and cash flows
3. Apply marginal costing techniques for the process of decision-making
4. Analyze the financial requirements for budget preparation using software for managerial decision making.
5. Evaluate companies cost matrix of its product or services using costing methods
6. Evaluate the financial status of companies using financial, management and cost accounting data

Lab Sessions	12 Practical Lab Exercises are to be conducted on the topics mentioned below:	60 Hours

1. Introduction to Financial Statement Analysis: Common Size Approach
2. Comparative Financial Statement Analysis: Trend Percentage Method
3. Ratio Analysis: Liquidity, Profitability, and Solvency Ratios
4. Cash Flow Statement Analysis: Operating, Investing, and Financing Activities
5. Cost Sheet Creation and Analysis
6. Marginal Costing Techniques: Excel Applications for Decision Making
7. Dynamic Budgeting: Creating and Analyzing Budgets
8. Product Costing in Excel: Job Order and Process Costing Methods
9. Service Costing Strategies: Allocating Costs for Decision Support
10. Standard Costing Implementation: Excel Models and Variance Analysis
11. Variance Analysis in Decision Making: Excel Tools for Performance Evaluation
12. Strategic Cost Management: Integrating Marginal and Standard Costing
13. Advanced Excel Techniques for Accounting Analysis and Reporting
14. Integrated Decision Support: Excel for Costing and Financial Analysis

Note: This course will be offered as practical using Tally, MS Excel Module

Total Lectures	30 Hours

Reference Books

1. Michael Samonas (2015), *Financial Forecasting, Analysis, and Modeling: A Framework for Long Term Forecasting*, 1st edition John Wiley & Sons Ltd., United Kingdom.
2. Alastair L Day (2012), *Mastering Financial Modeling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance*, 3rd edition, FT Publishing International
3. Timothy R. Mayes, 2017, "Financial Analysis with Microsoft Excel", Cengage India (P) Ltd.
4. James Reeve, Jonathan Duchac, Carl Warren (2011) *Principles of Financial and Managerial Accounting Using Excel for Success*, South-Western College Publishing
5. Katherine T. Smith, L. Murphy T Smith, Lawrence C. Smith (2002), *Microsoft Excel of Accounting: Managerial and Cost*, Pearson

Recommended by Board of Studies	08 Feb 2024
Approved by Academic Council	24 Feb 2024

Course Code	Statistics for Business	L	T	P	C
24MS3002		0	0	4	2

Course Objectives:

Enable the student to:

1. Collect and compile data, and presentation of data in order to get statistically verified information
2. Apply Statistics in the field of business decision making
3. Use business forecasting and testing of hypothesis in business decision making

Course Outcomes:

The student will be able to:

1. Build a statistical approach to derive solution for real time problem.
2. Apply statistical techniques and associate with real situations.
3. Evaluate and Interpret Sampling Techniques and acquire the knowledge of Test of Significance
4. Relate statistical tools with technical problems in business management.
5. Analyse the Forecasting techniques using econometrics methods
6. Create the best possible solution to a problem using statistical techniques.

Lab Sessions	12 Practical Lab Exercises are to be conducted on the topics mentioned below:	60 Hours

1. Descriptive statistics
2. Inferential statistics
3. Predictive statistics

Note: (Analysis using R or SPSS or Microsoft Excel or E-Views or Tableau Desktop or similar open source software)

Reference Books

1. I. Levin Richard, H. Siddiqui Masood, S. Rubin David, Rastogi Sanjay, *Statistics for Management*, Pearson, 8th Edition, (2017)
2. J. Joseph Francis, *Business Statistics*, Cengage, 2nd Edition, (2019)
3. Naval Bajpai, *Business Research Methods*, Pearson, 2nd edition, (2018)
4. Newbold, Carlson, Thorne *Statistics for Business and Economics*, 6th ed., Pearson
5. Lind, Marchal, Wathen- *Statistical techniques in business and economics*, 13th ed, McGraw-Hill.

Recommended by Board of Studies 08 Feb 2024

Approved by Academic Council 24 Feb 2024

Course Code	Self-Awareness and Profiling	L	T	P	C
24MS3003		0	0	2	1

Course Objectives:

Enable the student to:

1. Equip students with self-awareness and introspect their skills to assess their individual personalities.
2. Develop effective goal-setting and time management strategies for personal and professional growth.
3. Enhance critical thinking and problem-solving skills in interpersonal contexts.

Course Outcomes:

The student will be able to:

1. Identify their key personality traits, understand various personality theories, and analyze strengths and weaknesses.
2. Demonstrate the impact of personality on behavior, interpret personality assessment results, and identify areas for improvement.
3. Develop SMART goals, apply time management techniques, and solve interpersonal challenges effectively.
4. Evaluate the effectiveness of personal development strategies, differentiate between various

personalities types in professional development.		
5. Design a personalized development plan to address identified weaknesses and enhance desired strengths.		
6. Create a personal development plan to achieve their goals by realizing strengths and weaknesses.		
Practical Sessions	6 Practical Exercises are to be conducted on the topics mentioned below:	30 Hours
1. Personality Assessment Battery: Administer and interpret various personality assessments like Myers-Briggs Type Indicator (MBTI), Strengths Finder, Big Five, or Enneagram to gain insights into personal strengths, weaknesses, and dominant traits. 2. Values Clarification Exercise: Engage in reflective activities (e.g., card sorting, role-playing, journaling) to identify core values that guide personal and professional decisions. 3. Goal Setting Workshop: Develop SMART goals for personal and professional development, and create action plans to achieve them. 4. Time Management Simulation: Participate in a simulation exercise where students manage multiple tasks and deadlines to hone time management skills. 5. Interpersonal Communication Role-play: Practice active listening, conflict resolution, and assertive communication skills in simulated scenarios. 6. Nonverbal Communication Analysis: Decode and analyze nonverbal cues in video clips or live interactions to improve self-awareness and interpersonal communication. 7. Feedback Analysis: Receive and interpret feedback from peers and instructors on strengths and areas for growth, developing strategies for improvement. 8. Personal SWOT Analysis: Identify personal Strengths, Weaknesses, Opportunities, and Threats to gain a realistic understanding of one's current state and future potential. 9. Journaling Exercise: Maintain a daily or weekly journal to record reflections, identify patterns in behavior and emotions, and track progress in personal development. 10. Career Interest Inventory: Complete a career interest inventory to explore potential career paths aligned with personality, values, and skills. 11. Strengths Challenge: Design and implement a personal challenge designed to strengthen a specific weakness identified through self-assessment. 12. Personal Vision Board: Create a collage or visual representation of personal aspirations and goals to serve as a motivational tool.		
Assessment: • A combination of formative and summative assessments can be used, including self-reflection essays, case study analysis, presentations, role-playing exercises, peer evaluations, and final projects. • Encourage students to track their progress throughout the program by maintaining a personalized development journal or portfolio.		
Reference Books		
1.	Strengths Finder 2.0 From Gallup- <i>Identify and leverage your unique strengths</i> , Tom Rath, (2020).	
2.	Emotional Intelligence 2.0 by Travis Bradberry and Jean Greaves - <i>Develop awareness and control of your emotions</i> .	
3.	The 7 Habits of Highly Effective People by Stephen R. Covey - <i>Build strong personal foundations</i> .	
4.	<i>Gifts Differing: Understand Personality Type</i> , Isabel Briggs Myers & Peter B Myers, (2010)	
5.	<i>5 Essential People Skills</i> , Dale Carnegie	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Business Decision Model	L	T	P	C
24MS3004		0	0	4	2
Course Objectives:					
Enable the student to:					
1. Demonstrate the basics of developing mathematical models for business decision making					

2. Apply the optimization technique in real life business decision making 3. Solve the problems to obtain optimum solution and interpret the results		
Course Outcomes:		
The student will be able to: 1. Construct the mathematical model of the business situation problems for striking a solution 2. Apply Linear Programming and transportation method to obtain optimal solution 3. Solve the business situation problem using assignment for allocation of jobs and sequencing of jobs 4. Appraise optimized solution using game theory 5. Evaluate the optimal results of queuing theory 6. Construct network to find critical path and crashing the project		
Lab Sessions	12 Practical Lab Exercises are to be conducted on the topics mentioned below:	60 Hours
1. Linear programming 2. Transportation 3. Assignments 4. Sequencing 5. Game theory 6. Network models		
Note: the above said problems could be solved using Excel SOLVER or TORA or QM for windows or POM for windows		
Reference Books		
1.	Frederick S. Hillier, Gerald J. Lieberman, Bodhibrata Nag and Preetam Basu, <i>Introduction to Operations Research</i> , (2017), 10 th e, McGraw Hill Education	
2.	V.K Kapoor, <i>Operations Research Technique for Management</i> , Sultan Chand, (2008)	
3.	R. Panneerselvam (2009), <i>Operations Research</i> , PHI Learning Private Limited, (2 nd edition).	
4.	Jaisankar, (2014), <i>Operations Research – Decision Models Approach</i> , (1 st edn) Excel Books	
5.	Swarup .K, Gupta, P.K., and Mohan, M. (2008). <i>Operations Research</i> . (14 th edn,). New Delhi: Sultan Chand and Sons.	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Applications in Financial Management	L	T	P	C
24MS3005		0	0	4	2
Course Objectives:					
Enable the student to:					
1. Demonstrate the concepts, principles, and role of financial management for inculcate financial knowledge. 2. Bring out the modern approach of analyzing and interpreting the financial plan of an organization for making financial decisions. 3. Assess the challenging, and rewarding managerial career that requires good forecasting for the requirement and management of finance.					
Course Outcomes:					
The student will be able to:					
1. Evaluate Investment Strategies using time value of money 2. Relate Capital Budgeting Decisions with investment decisions 3. Analyze and Justify Capital Structure Choices for optimizing the capital resource 4. Assess Leverage Effects on Financial Performance 5. Apply Risk Management Strategies to prevent or minimise the risks 6. Construct Comprehensive Financial Models for financial growth					
Lab Sessions	12 Practical Lab Exercises are to be conducted on the topics mentioned below:				60 Hours

1. Assessing Return and Risk in Investments. 2. Features of Time Value of Money. 3. Capital Budgeting techniques. 4. Prepare a Dividend discount model 5. Assessing the cost of capital. 6. EBIT and EPS Analysis of companies. 7. Analyzing financial and operating leverages 8. Estimation of working capital requirements. 9. Prepare Changes in the Working capital statement. 10. Analyzing changes in working capital decisions. 11. Managing inventory. 12. Prepare inventory stock valuation.	
Note: This course will be offered using MS Excel	
Reference Books	
1.	I M Pandey, (2015), <i>Financial Management</i> , Vikas Publishing House Private Limited, 11 th edition.
2.	Khan MY & Jain PK, (2017). <i>Financial Management - Text, Problems and Cases</i> ”, McGraw Hill Education, 7th edition
3.	Prasanna Chandra, (2011), <i>Financial Management - Theory and Practice</i> , Tata McGraw Hill Education Private Limited”, 8th edition.
4.	Richard A. Brealey, Stewart C. Myers & Franklin Allen, (2011). <i>Principles of Corporate Finance</i> , Mc-GrawHill/ Irwin, 10th edition
5.	Jonathan Berk, Peter De Marzo, Ashok Thampy, (2013), <i>Financial Management</i> , Pearson Education Limited.
Recommended by Board of Studies	
08 Feb 2024	
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24 Feb 2024	

Course Code	Corporate Skills Development	L	T	P	C
24MS3006		0	0	2	1
Course Objectives:					
Enable the student to:					
1. Master effective communication skills for clear and persuasive presentations, negotiation, and conflict resolution.					
2. Develop leadership skills including delegation, motivation, and decision-making in diverse contexts.					
3. Cultivate emotional intelligence to manage stress, maintain composure, and build resilience.					
Course Outcomes:					
The student will be able to:					
1. Demonstrate the principles of effective communication, identify different leadership styles, and understand emotional intelligence models.					
2. Illustrate the techniques for active listening, analyze conflict resolution strategies, assess emotional states in oneself and others.					
3. Deliver professional presentations, practice negotiation skills, implement conflict resolution strategies in simulated scenarios.					
4. Evaluate the effectiveness of different communication approaches, adapt leadership styles to specific situations, and analyze the impact of emotions on behavior.					
5. Develop a personal leadership philosophy, managing stress and enhancing emotional intelligence.					
6. Demonstrate effective communication, leadership, and teamwork skills in diverse professional and personal life.					
Practical Sessions	6 Practical Exercises are to be conducted on the topics mentioned below:				30 Hours
1. Elevator Pitch Competition: Develop and practice a concise and impactful "elevator pitch" summarizing personal value proposition and career goals.					

- Negotiation Simulation: Participate in simulated negotiation scenarios to hone negotiation skills and gain experience in reaching mutually beneficial agreements. - Leadership Case Studies: Analyze leadership styles and decision-making approaches in case studies and apply learnings to hypothetical scenarios. - Team Project Leadership: Assume a leadership role within a team project, practicing delegation, motivation, and conflict resolution skills. - Public Speaking Workshop: Deliver presentations on assigned topics or personal development experiences to enhance public speaking and communication skills. - Active Listening Challenge: Engage in conversations with peers, focusing on active listening techniques and providing focused feedback. - Emotional Intelligence Assessment: Take an emotional intelligence assessment and develop strategies to enhance self-awareness, self-management, social awareness, and relationship management. - Stress Management Workshop: Learn and practice stress management techniques like mindfulness meditation, deep breathing, and cognitive reframing. - Conflict Resolution Role-play: Practice conflict resolution skills in simulated scenarios involving diverse perspectives and challenging situations. - Intercultural Communication Simulation: Engage in role-playing activities to develop effective communication skills in multicultural settings. - Resilience Challenge: Identify a personal stressor and develop coping mechanisms to build resilience and navigate challenges effectively. - Personal Brand Audit: Analyze personal brand elements like online presence, communication style, and professional image to identify areas for improvement.	
Assessment: - A combination of formative and summative assessments can be used, including self-reflection essays, case study analysis, presentations, role-playing exercises, peer evaluations, and final projects. - Encourage students to track their progress throughout the program by maintaining a personalized development journal or portfolio.	
Reference Books	
1.	<i>How to Win Friends and Influence People</i> by Dale Carnegie.
2.	<i>7 Habits of Highly Effective People</i> , Stephen R Covey.
3.	<i>The Leadership Gap</i> by Lolly Daskal –What gets between you and greatness, (2017).
4.	<i>Never Split the Difference</i> by Chris Voss and TahlRaz - <i>Master negotiation and conflict resolution</i> .
5.	<i>Emotional Intelligence at Work</i> by Travis Bradberry and Jean Greaves - <i>Apply emotional intelligence in professional settings</i> .
Recommended by Board of Studies	
08 Feb 2024	
Approved by Academic Council	
24 Feb 2024	

Course Code	Project Preparation	L	T	P	C
24MS3007		0	0	4	2
Course Objectives:					
Enable the student to:					
1. Prepare for project and publication.					
2. Demonstrate the components of a research project.					
3. Formulate a suitable research methodology.					
Course Outcomes:					
The students will be able to:					
1. Identify the gross area for research.					
2. Define the statement of problem by doing literature review and finding the research gap.					
3. Formulate a suitable research design.					

4. Develop a suitable questionnaire. 5. Validate the questionnaire by conducting a pilot study. 6. Collect and analyze the data, prepare the report and publish as research paper.		
Preparatory Sessions	10 Practical Exercises are to be conducted on the topics mentioned below:	60 Hours
1. Introduction to Research and Gross Research Field Selection - Understanding the research process - Identifying research interests - Choosing a suitable research topic - Formulating research questions - 2. Accessing Digital resources Literature Review - Navigating digital databases for academic sources 3. Conducting a literature review - Identifying key theories and concepts–Recognizing the research gaps. 4. Industry profiling - analyzing industry characteristics relevant to the research 5. Introduction Section - Crafting a compelling introduction - Providing background information- Formulating the problem statement - Clearly stating the purpose of the study 6. Research Objectives - Clearly define the specific goals and aims that the research aims to achieve. 7. Formulating Research Questions and Hypotheses - Developing clear and concise research questions 8. Hypotheses - Formulating hypotheses based on the research questions - Aligning research questions with the study's purpose 9. Literature Review Refinement and Integration - Refining the literature review based on research questions - Integrating literature into the introduction section - Ensuring alignment between research questions and literature 10. Questionnaire Preparation - Understanding the role of a questionnaire in research - Designing effective and unbiased survey questions - Pilot testing and refining the questionnaire - Finalizing the questionnaire for data collection		
Assessment Weightage: - Literature review analysis : 20 - Introduction section submission : 20 - Research questions and hypotheses formulation : 20 - Finalized questionnaire submission : 40		
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Corporate Leadership	L	T	P	C
24MS3008		0	0	2	1
Course Objectives:					
Enable the student to:					
1. Instill ethical values and social responsibility for future business leaders.					
2. Develop social responsibility and a commitment to sustainable business practices.					
3. Reflect on personal growth and set goals for lifelong learning.					
Course Outcomes:					
The student will be able to:					
1. Demonstrate the concept of corporate social responsibility and personal branding strategies.					
2. Analyze ethical dilemmas, evaluate the impact of business decisions on society and environment.					
3. Implement ethical decision-making strategies in business scenarios, engage in social responsibility initiatives, and develop a professional elevator pitch.					
4. Evaluate personal branding strategies, assess the alignment of personal values with career goals, and analyze the impact of personality development on professional trajectory.					
5. Design a career development plan aligned with personal strengths and values contributing to socially responsible and sustainable projects.					
6. Articulate a personal vision and mission statement that aligns with personal values, career aspirations,					

and societal impact goals.		
Practical Sessions	6 Practical Exercises are to be conducted on the topics mentioned below:	30 Hours
1. Ethical Decision-Making Case Studies: Analyze ethical dilemmas in business case studies and apply ethical frameworks to reach responsible decisions. 2. Corporate Social Responsibility Simulation: Participate in a simulation where students manage a business while making decisions that consider social and environmental impact. 3. Social Responsibility Project: Contribute to a real-world social responsibility project to gain practical experience and make a positive impact. 4. Personal Branding Campaign: Develop and implement a personal branding campaign to enhance networking opportunities and career advancement. 5. Mentorship Program: Connect with a professional mentor to receive guidance on career development and ethical decision-making. 6. Impact Assessment Project: Evaluate the impact of personal development efforts on career trajectory, relationships, and overall well-being. 7. Personal Development Portfolio: Create a portfolio showcasing progress in personal development throughout the program, including reflections, assessments, and artifacts from practical exercises. 8. Leadership Development Plan: Design a personalized leadership development plan outlining goals, strategies, and resources for continued growth. 9. Career Action Plan: Develop a comprehensive career action plan that aligns personal strengths and values with desired career goals. 10. Networking Workshop: Practice networking skills and build professional relationships through simulated and real-world networking events. 11. Sustainability Simulation: Run a simulated company, balancing profit with environmental & social responsibility (resource allocation, supply chain, employee well-being, product design, community engagement). 12. Lifelong Learning Plan: Define learning goals, choose resources, create a schedule, track progress, and build accountability for continuous personal and professional development.		
Assessment: A combination of formative and summative assessments can be used, including self-reflection essays, case study analysis, presentations, role-playing exercises, peer evaluations, and final projects. Encourage students to track their progress throughout the program by maintaining a personalized development journal or portfolio.		
Reference Books		
1.	Business Ethics: Concepts and Cases, Manuel G. Velasquez, 8th edition, Published by Pearson, (2021)	
2.	Corporate Social Responsibility in India: A Practitioner's Perspective, Nirbhay Lumde, (2018)	
3.	Start with Why: How Great Leaders Inspire Everyone to Take Action by Simon Sinek - Discover your purpose and build a fulfilling career.	
4.	Power and Persuasion: How to Command Success in Business and Your Personal Life, Michael Masterson, Agora Series.	
5.	The Social Animal: The Biological Basis of Human Behavior by David Brooks - Explore the connection between personal development and social responsibility.	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Business Research Applications	L	T	P	C
24MS3009		0	0	4	2
Course Objectives:					
Enable the student to:					
1. Demonstrate proficiency for understanding the fundamentals of business research methods and their					

applications. 2. Bring out expertise for designing research projects tailored to specific business objectives. 3. Assess the competence for collecting, managing, and analyzing data using appropriate research tools and techniques.		
Course Outcomes:		
The student will be able to: 1. Apply knowledge for understanding various research methodologies commonly used in business research. 2. Relate skills for designing and developing a comprehensive research proposal addressing a specific business problem or opportunity. 3. Apply techniques for collecting, organizing, and analyzing data using statistical software and other relevant tools. 4. Analyze findings for interpreting research findings, drawing conclusions, and making actionable recommendations based on evidence. 5. Evaluate ethical implications for different research methodologies and practices. 6. Create effective communication strategies for communicating research findings effectively through written reports and oral presentations.		
Lab Sessions	12 Practical Lab Exercises are to be conducted on the topics mentioned below:	60 Hours
1. Research various research methodologies commonly used in business research (e.g., quantitative, qualitative, mixed-methods). [Types of research: exploratory, descriptive, causal - Introduction to research design - Formulating research questions and hypotheses] 2. Analyze secondary data sources (e.g., industry reports, academic journals etc.) related to a specific business problem. [Review of Literature] 3. Develop a research proposal addressing a specific business problem or opportunity, including research questions, objectives, methodology, and expected outcomes. [Defining research objectives - Developing research questions and hypotheses - Choosing appropriate research methods and sampling techniques - Drafting a research proposal] 4. Design a survey questionnaire to collect data related to a chosen business problem. Conduct the survey among classmates or within the community or chosen population. [Surveys and questionnaires - Interviews and focus groups - Observational research - Secondary data analysis] 5. Analyze sample data sets using statistical software (e.g., SPSS, Excel) to calculate descriptive statistics (mean, median, mode, standard deviation, etc.). 6. Analyze the results of a given research study and interpret the findings. Discuss the implications for business decisions. 7. Write a research report based on a provided dataset or a conducted research study. Emphasize clarity, structure, and adherence to academic writing standards. 8. Prepare and deliver an oral presentation of a research project to the class. [Focus on effective communication, visual aids, and audience engagement.] 9. Article Writing, journal Identification and Publication of Articles in Journals		
Note: This course will be offered with MS Excel/ SPSS/ NVIVO		
Total Lectures		60 Hours
Reference Books		
1.	1. Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M. (2009). <i>Management Research Methodology</i> . Pearson Education: India	
2.	Donald R Cooper, Pamela R Schindler, P and J K Sharma (2006). <i>Business Research Methods</i> . (11 th edn.), Tata McGraw Hill: India	
3.	Creswell, J. W., & Creswell, J. D. (2018). <i>Research design: Qualitative, quantitative, and mixed methods approaches</i> (5th ed.). SAGE Publications.	
4.	Bryman, Alan & Bell, Emma (2018). <i>Business Research Methods</i> (latest Edition), Oxford University Press.	

5.	D. Israel Dawn Iacobucci and Gilbert A. Churchill (2010). <i>Marketing Research: A South Asian Perspective</i> , Cengage Learning, India
Recommended by Board of Studies	08 Feb 2024
Approved by Academic Council	24 Feb 2024

Course Code	Sustainability in Global Business Environment	L	T	P	C
24MS3010		4	0	0	4
Course Objectives:					
To impart knowledge on:					
1. Understanding the nuances of sustainability issues in global business, including impacts, challenges, and ethics.					
2. Developing strategies for sustainable business practices, covering stakeholder engagement, product development, marketing, and pricing.					
3. Analyzing consumer roles in sustainability and effective communication tools and explore leadership and collaboration for sustainability initiatives within organizations and globally.					
Course Outcomes:					
The student will be able to:					
1. Apply sustainability principles to analyze and address the impacts of industrialization and globalization on businesses.					
2. Develop a sustainable business strategy by integrating stakeholder roles and aligning with sustainability goals.					
3. Design effective communication strategies to promote sustainable consumption based on consumer behavior analysis.					
4. Collaboratively devise leadership plans emphasizing the importance of global collaboration in sustainability efforts.					
5. Create innovative sustainable product designs that address environmental and social challenges.					
6. Evaluate marketing and branding strategies to balance profitability with sustainability goals for products.					
UNIT 1	Introduction to Sustainability in Global Business Environment				15 Hours
Introduction - Impacts of industrialization and globalization - UN's sustainable Development Goals - Challenges and opportunities affecting sustainability - Business ethics and sustainability in a global business world.					
UNIT 11	Sustainable Business Strategy				15 Hours
Roles of players in building a sustainable business ecosystem - Developing a sustainable business strategy - Sustainability products - Pricing and sustainability marketing -Sustainable distribution.					
UNIT III	The Sustainable Consumer				15 Hours
Consumer behaviour - Leveraging Social Learning, Norms, and perceptions - Consumers' engagement in sustainable consumption - Communication tools and strategies - Virtue Signaling.					
UNIT IV	Sustainable Products				15 Hours
Sustainable Product Design - Marketing Sustainable Products - Building Sustainable Brands - Sustainable Products & Growth Pricing.					
UNIT Y	Sustainability Leadership and Collaboration				15 Hours
Effective sustainability leadership - Importance of collaboration in global business world - Organizational collaboration practices for sustainability.					
Total Lectures					60 Hours
Reference Books					
1.	Bhattacharya, C. B. (2019). <i>Small Actions, Big Difference: Leveraging Corporate Sustainability to Drive Business and Societal Value</i> , First Edition, Routledge				
2.	Martin, D., & Schouten, J. (2014). <i>Sustainable Marketing</i> . First Edition, Pearson. ISBN 978-0133443237.				
3.	Marshall,J., Coleman,G., Reason, P., (2017), <i>Leadership for Sustainability: An Action Research Approach</i> , First Edition, Routledge				

4.	Kopnina, H., & Blewitt, J. (2018). <i>Sustainable Business: Key Issues</i> , Second Edition, Routledge. ISBN 978-0415820866.	
5.	Belz, F.M., & Peattie, K. (2012). <i>Sustainability marketing: A global perspective</i> . Second Edition, John Wiley & Sons. ISBN 978-1-4051-9645-7.	
Recommended by Board of Studies		18.04.2024
Approved by Academic Council		11.05.2024

Course Code	Applications of R Software for Business Analysis	L	T	P	C
24MS3011		0	0	4	2
Course Objectives:					
Equip the students to:					
1. Equip students with practical skills in using R software to analyze and interpret business data.					
2. Demonstrate data cleaning, manipulation and management for real-world business scenarios.					
3. Apply R Software for advanced analytical methods, including machine learning, to solve business problems.					
Course Outcomes:					
At the end of this course the students will be able to:					
1. Demonstrate knowledge in using R software to conduct comprehensive business data analysis.					
2. Perform statistical analysis and data visualization techniques in R Software to support business decisions.					
3. Apply predictive models and forecasts using R in various business applications.					
4. Implement advanced analytical methods, including machine learning using R software.					
5. Solve complex business problems using data-driven insights derived using R Software.					
6. Use analytical results and insights to support business decision making using R Software visualization tools and techniques.					
Lab Sessions	12 Practical Lab Exercises are to be conducted on the topics mentioned below:				60 Hours
4. Data import, cleaning, and preprocessing techniques using R Software for business datasets.					
5. Exploratory data analysis (EDA) and visualization using R packages.					
6. Implementing and interpreting linear and logistic regression models in R for business forecasting.					
7. Applying machine learning algorithms in R, such as decision trees and clustering, for business problem-solving.					
8. Analysis and forecasting using R to predict business trends and performance.					
Note: Analysis using R, an open source software					
Reference Books					
1.	Andy Field, Jeremy Miles, Zoe Field, <i>Discovering Statistics using R</i> , SAGE Publications Limited; 1st edition, (2019)				
2.	Hadley Wickam and Garrett Grolemund, <i>R for data science: Import, Tidy, Transform, Visualize, And Model Data</i> , O'Reilly; 1st edition, (2017)				
3.	Robert L. Kabacoff, <i>R in action</i> , Dreamtech Press, O'Reilly, First edition, (2017).				
4.	Garrett Grolemund, <i>Hands-On Programming with R: Write Your Own Functions and Simulations</i> , Shroff/O'Reilly, First edition, (2014).				
5.	Jared P. Lander, <i>R for Everyone: Advanced Analytics and Graphics</i> , Pearson Education, second edition, (2018).				
Recommended by Board of Studies			29-07-2024		
Approved by Academic Council			20-08-2024		

Course Code	Applications in Fintech	L	T	P	C
23MS3030		4	0	0	4
Course Objectives:					
Enable the students to:					
1. Equip with the latest trends and innovations in financial technology					

2. Develop with insights into how FinTech is disrupting traditional financial services		
3. Analyze with the data on FinTech to develop the insight in the field of FinTech		
Course Outcomes:		
The student will be able to:		
1. Apply the diverse landscape of financial technologies, including block chain, AI, machine learning, digital currencies, across various financial sectors		
2. Analyse the role of crypto currencies, block chain and digital payments in Fintech.		
3. Develop the ability to critically analyze and evaluate the impact of FinTech on traditional financial services, institutions, regulations, and markets		
4. Apply FinTech concepts and tools to propose, develop, and implement innovative solutions addressing financial industry challenges or creating new opportunities		
5. Relate the ethical implications and regulatory frameworks of FinTech in India		
6. Develop an entrepreneurial mindset in FinTech and relate the implications of digital payments with entrepreneurial opportunities		
Module 1	Introduction to FinTech	10 Hours
FinTech Evolution: Infrastructure, Collaboration between Financial Institutions and Start-ups - FinTech Typology - Emerging Economics: Opportunities and Challenges - Introduction to Regulation Industry		
Module 2	Payments, Crypto currencies and Blockchain	10 Hours
Individual Payments - Digital Financial Services - Mobile Money - Regulation of Mobile Money - SFMS - RTGS - NEFT -NDS Systems - Crypto currencies - Legal and Regulatory Implications of Crypto currencies - Block chain - The Benefits from New Payment Stacks		
Module 3	Digital Finance and Alternative Finance	10 Hours
Brief History of Financial Innovation - Digitization of Financial Services - FinTech & Funds - Crowd funding - Regards, Charity and Equity - P2P and Marketplace Lending - New Models and New Products - ICO		
Module 4	FinTech Regulation and RegTech	10 Hours
FinTech Regulations Evolution of RegTech - RegTech Ecosystem: Financial Institutions - RegTech Ecosystem Ensuring Compliance from the Start: Suitability and Funds - RegTech Startups: Challenges - RegTech Ecosystem: Regulators Industry - Use Redesigning Better Financial Infrastructure		
Module 5	Data & Tech	10 Hours
Data in Financial Services - Application of Data Analytics in Finance - Methods of Data Protection - How AI is Transforming the Future of FinTech - Digital Identity - Change in mindset: Regulation 1.0 to 2.0 (KYC to KYD) - AI & Governance - New Challenges of AI and Machine Learning - Challenges of Data Regulation		
Module 6	Fintech in India	10 Hours
Digital Payment Ecosystem in India: UPI, Mobile Wallets, Digital Banks - Payment Gateways, Challenges, and Opportunities - Entrepreneurial Opportunities in FinTech in India -Incubators, Accelerators, and Funding for FinTech Startups		
Total Lectures		60 Hours
Reference Books		
1	Jaspal Sharma, <i>Financial Technology (FinTech) and Digital Banking in India</i> , 1 st Edition, New Century Publication	
2	Susanne Chishti and Janos Barberis, <i>The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries</i> , John Wiley, 1st Edition, (2016)	
3	Theo Lynn, John G. Mooney, Pierangelo Rosati, Mark Cummins, <i>Disrupting Finance: FinTech and Strategy in the 21st Century</i> , Palgrave, 1st edition, (2018)	

4	Abdul Rafay, <i>FinTech as a Disruptive Technology for Financial Institutions</i> , IGI Global, January (2019)	
5	<i>FinTech and the Remaking of Financial Institutions</i> , John Hill, School of Management, Marist College, (2018) Academic Press, Elsevier Inc. Town of Poughkeepsie, NY, United States	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Machine Learning	L	T	P	C
24MS3501		4	0	0	4
Course Objectives:					
Enable the students to: 1. Get an overall idea on machine learning 2. Build models using Machine Learning 3. Perform machine learning based projects					
Course Outcomes:					
The students will be able to: 1. Have hands-on practice on machine learning concepts for implementation purposes. 2. Effectively understand the different machine learning models for projects 3. Master the important algorithms for machine learning usage. 4. Perform analysis post application of algorithms as per the case. 5. Discuss the strategies to plan and implement the ML algorithms 6. Importance of evaluating the performance of Machine Learning models.					
Unit: 1	Foundations for Machine Learning				4 Hours
Introduction to Machine Learning-Understanding the basic principles of Supervised Learning, Unsupervised Learning, and Reinforcement Learning. Machine Learning Techniques Overview-Validation Techniques					
Unit: 2	Clustering				5 Hours
Distance Measures-Clustering Methods-Constructing. A Hierarchical Cluster-Measures of Quality of Clustering-K Nearest Neighbour. Grouping data points into clusters based on their similarities and usage models.					
Unit: 3	Algorithms				5 Hours
Introduction to Linear Regression - Logistic Regression - Cart - Naïve Bayes - Random Forests algorithms. Key implementation strategies and limitations. Strategy for implementation.					
Unit: 4	Support Vector Machines				6 Hours
Linear Learning Machines and Kernal Space-SVM For Classification Problems - SVM For Regression Problems. Key implementation strategies and limitations. Strategy for implementation.					
Unit: 5	Sentiment Analysis				4 Hours
Importing Data - Training and Testing - Choosing Model -Validating Model. Key implementation strategies and limitations. Strategy for implementation.					
Total Lectures					24 Hours
Online Class: Video Lectures & Online discussion					
Medium of Instruction: English					
Reference Books					
1	Oliver Theobald <i>Machine Learning for Absolute Beginners: A Plain English Introduction</i> , 2 nd Edition				
2	John Paul Mueller and Luca Massaron <i>Machine Learning for Dummies</i> , 2 nd Edition, Wiley.				
3	John D. Kelleher, Brian Mac Namee, and Aoife D'Arcy <i>Fundamentals of Machine Learning for Predictive Data Analytics: Algorithms, Worked Examples, and Case Studies</i>				

4	<i>The Hundred Page Machine Learning Book</i> , Andriy Burkov, (2019), themlbook.	
5	Sabastian Raschka and Vahid Mirjalili, <i>Python Machine Learning: Machine Learning and Deep Learning with Python, scikit-learn, and Tensor Flow 2</i> , 3 rd Edition Kindle Edition, Birmingham - Mumbai	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Business Intelligence	L	T	P	C
24MS3502		4	0	0	4
Course Objectives:					
Enable the students to: 1. Understand the business intelligence methods that support the decision process in business operations. 2. Analyze the data to improve business performance. 3. Understand business intelligence at analytical level.					
Course Outcomes:					
The students will be able to: 1. Explain the fundamental concepts of Business Intelligence Architectures. 2. Understand business intelligence tools. 3. Identify the different scenarios of strategy and business analytics. 4. Understand the Extraction, Transformation, and Loading (ETL) Concepts. 5. Identify the different types of Data Mining tools. 6. Explain the Architecture in a Data Warehouse.					
Unit: 1	Introduction	4 Hours			
Business Intelligence: Definition and Concept - Process Flow of Business Intelligence - Data, Information and Knowledge - Business Intelligence and Related Technologies Such as Data Warehousing and Data Mining - Business Intelligence Capabilities					
Unit: 2	Business Intelligence & Analytics Strategy	5 Hours			
Business Intelligence Architectures: The major components - Cycle of Business Intelligence Analysis. Business Analytics Vs. Business Intelligence - Business Intelligence & Analytics Strategy - Business Analytics (BA) Model - Business Analytics at the strategic level - Four Scenarios.					
Unit: 3	Data Warehousing	5 Hours			
Business Intelligence or Analytics at Data Warehouse Level - Descriptive Analytics: Data Warehouse - Extract, Transform and Load (ETL) processes - The types of data warehouse - Architecture and Processes in a Data Warehouse.					
Unit: 4	Data Mining	5 Hours			
Business Intelligence or Analytics - Analyst’s Role in Business Analytics Model - Statistics Vs. Data Mining - Data Mining Tasks (Descriptive, Predictive) - Data Mining Techniques & Tools. Development of Business Intelligence System: Phases - Business Intelligence Tools - Business Intelligence Applications					
Unit: 5	Implementing Business Intelligence	5 Hours			
Development of Business Intelligence System: Phases - Business Intelligence Tools - Business Intelligence Applications. Implementing Business Intelligence: Introduction, Business Intelligence Platform, Platform Capability Matrix, BI Products and Vendors.					
Total Lectures					24 Hours
Online Class: Video Lectures & Online discussion					
Medium of Instruction: English					
Reference Books					

1	Rajiv Sabherwal, Irma Becerra-Fernandez, <i>Business Intelligence: Practices, Technologies, and Management</i> , John Wiley & Sons, 2011	
2	Gert H.N. Laursen, Jesper Thorlund, <i>Business Analytics for Managers: Taking Business Intelligence beyond reporting</i> , Wiley and SAS Business Series, (2010).	
3	Ramesh Sharda, Dursun Delen, Efraim Turban, <i>Business Intelligence and Analytics – Systems for Decision Support</i> , Pearson, 10th Edition, (2014).	
4	Larissa T.Moss and Shaku Atre, <i>Business Intelligence Roadmap – The Complete Project Lifecycle for Decision-Support Applications</i> , Pearson, (2003).	
5	Swain Scheps, <i>Business Intelligence for dummies, For Dummies</i> , First edition, (2011).	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Predictive Analytics	L	T	P	C
24MS3503		4	0	0	4
Course Objectives:					
Enable the students to: 1. Understand the basic of model building 2. Apply and infer train and test models 3. Predict future based on the past data					
Course Outcomes:					
The students will be able to: 1. Remember & derive insights and apply for future 2. Understand useful information from the data 3. Validate the model built. 4. Evaluate & learn strategies in data wrangling and feature engineering to improve predictive models. 5. Evaluate a variety of predictive model. 6. Gain experience working on complex modelling problems using statistical software.					
Unit: 1	Introduction to Predictive Analytics				4 Hours
What is Predictive Analytics? Parametric vs Non-parametric models - Challenges in using predictive analytics - Train and Test Model Building - Model Validation - Types, Supervised, Unsupervised, Reinforcement - Examples, Advantages, Disadvantages.					
Unit: 2	Setting up the Problem				6 Hours
Predictive analytics Processing steps: CRISP - DM Business understanding - The three - legged stool - Defining data for predictive modelling - Defining measures of success for predictive models - Success criteria for classification - Success criteria for estimation - Doing predictive modelling out of order - Building model first.					
Unit: 3	Stochastic Gradient Descent				4 Hours
Overview of Regression and Classification models - Classification models: Metrics of performance of classification models. Stochastic Gradient Descent - Batch Gradient Descent - Stochastic Gradient Descent-Mini - Batch Gradient Descent - SGD Algorithm.					
Unit: 4	Artificial Neural Networks				5 Hours
Neural Networks-Building blocks: The Neuron - Neural network training - The flexibility of neural networks - Neural network settings - Neural network pruning - Interpreting neural networks - Neural network decision boundaries - other practical considerations for neural networks.					
Unit: 5	Decision Trees & Applications				5 Hours
The Decision tree landscape - Building decision trees - Decision tree splitting Metrics - Decision tree Knobs and options - Misclassification costs - other practical considerations for Decision trees. Factors that can affect					

model performance. Case study: Grant application models. High - dimensional data (re-visited). Case study: Concrete Mixture Strength models.	
Total Lectures	
24 Hours	
Online Class: Video Lectures & Online discussion	
Medium of Instruction: English	
Reference Books	
1	Max Kuhn and Kjell Johnson, <i>Applied Predictive Modeling</i> , Springer (2013). (Available online)
2	Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, <i>An Introduction to Statistical Learning: With Applications in R</i> , Springer (2013). http://www-bcf.usc.edu/~garth/
3	Alan J. Izenman, <i>Modern Multivariate Statistical Techniques: Regression, Classification, and Manifold Learning</i> , Springer (2008).
4	Trevor Hastie, Robert Tibshirani, and Jerome Friedman, <i>The Elements of Statistical Learning: Data Mining, Inference, and Prediction</i> , Second Edition, Springer (2009) (The book is free online).
5	Ian Witten, Eibe Frank, and Mark Hall, <i>Data Mining: Practical Machine Learning Tools and Techniques</i> , Third Edition, (2011).
Recommended by Board of Studies	
08 Feb 2024	
Approved by Academic Council	
24 Feb 2024	

Course Code	Descriptive Analytics	L	T	P	C
24MS3504		4	0	0	4
Course Objectives:					
Enable the students to: 1. Collect and compile data, information and presentation of data 2. Gain “Analytical Thinking” 3. Improve knowledge in Business applications using Descriptive Analytics.					
Course Outcomes:					
The student will be able to: 1. Understand and demonstrate an ability to apply statistical tools. 2. Enable and apply Statistical techniques and associate with real situations. 3. Evaluate the statistical concepts using R-studio or Python 4. Apply mathematics to technical problems in business management. 5. Apply measures of location and measures of dispersion, grouped and ungrouped data cases. 6. Create the best possible solution to a problem using statistical techniques.					
Unit: 1	Introduction	4 Hours			
Descriptive Analytics-Definition, Descriptive Data collection - survey overview, Net promotor score and self-reports, survey design, Passive data collection, causal data collection and summary.					
Unit: 2	Data Preparation	6 Hours			
Variable cleaning - Incorrect values - consistency in Data formats – outliers - Simple variable transformations - Fixing Skew - Numeric variable scaling - Nominal variable transformation-Ordinal variable transformation - Date and time variable features - Zip code features.					
Unit: 3	Principal Component analysis	5 Hours			
Data Preparation issues with Descriptive Modelling - Principal component analysis - The PCA algorithm - Applying PCA - PCA for Data Interpretation - The effect of variable Magnitude on PCA models.					
Unit: 4	Clustering Algorithms	4 Hours			
Clustering Algorithms - The K-Means Algorithm - Data Preparation for K – Means - Selecting the number of Clusters - Visualizing Kohonen Maps - Standard cluster model Interpretation - Problems with Interpretation Methods - Identifying key variables in forming cluster models - cluster outliers.					

Unit: 5	Graphical Description of the data & Probability	5 Hours
Descriptive graphs, Plots in R, Histogram, Bar Plot, Boxplots, Scatterplots, Probability of mutually exclusive events, Probability of mutually independent events, Descriptive Algorithms in industrial usage – Discussions and case study analysis.		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1	Hastie, Trevor, et al. <i>The elements of statistical learning</i> , Vol. 2. No. 1. New York: springer, (2009).	
2	Montgomery, Douglas C., and George C. Runger, <i>Applied statistics and probability for engineers</i> . John Wiley & Sons, (2010)	
3	Newbold, Carlson, <i>Thorne-Statistics for Business and Economics</i> , 6 th ed., Pearson	
4	Lind, Marchal, <i>Wathen - Statistical techniques in business and economics</i> , 13th ed, McGraw-Hill.	
5	Hair, J. F. Jr., Anderson, R.E., Totham, R.L. and Black W.C., <i>Multivariate Data Analysis</i> , Prentice-Hall International Ltd., London, sixth edition, (2007).	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Text Mining and Analytics	L	T	P	C
24MS3505		4	0	0	4
Course Objectives:					
Enable the students to:					
1. Text analytics concepts and applications					
2. Understand fundamentals of Information retrieval and natural language processing					
3. Text analytics framework					
Course Outcomes:					
The student will be able to:					
1. Explain the text analytics framework and its application in industry					
2. Analyze various sources of text data for analytics					
3. Measure machine learning model performance with appropriate metrics.					
4. Interpret the results, gain insights, and recommend possible actions from analytics performed on text data.					
5. Apply Python packages and commands to perform text analytics					
6. Implement Theoretical techniques and applications in text analytics					
Unit: 1	Foundations for Text Mining and Analytics				4 Hours
Introduction to Text Mining - Text Mining Techniques Overview - Text Mining Analytics Overview. Understanding the basic principles of text mining and implementation strategy.					
Unit: 2	Retrieval				5 Hours
Cleaning Data Sets - Data Formats-Information Retrieval - Methods of Retrieval. Data formatting rules. Understanding the techniques and principles of cleaning datasets.					
Unit: 3	Natural Language Processing				6 Hours
Natural Language Processing – Methods - Customer Support Bot Using NLP. Understanding the techniques and principles of NLP Methods. Implementation strategy and limitations.					
Unit: 4	Text Analysis				4 Hours
Text Classification - Text Clustering - Document Representation - Document Summarization. Understanding the techniques and principles of Text Classification Methods. Implementation strategy and limitations.					

Unit: 5	Text indexing, Searching and Mining	5 Hours
Duplicate Detection - Tagging Text-Indexing and Searching - Evaluating Algorithms. Text Mining - Case Study discussions and analysis of Employee Reviews From Sites Like Glassdoor.		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1	Charu C. Aggarwal and Cheng Xiang Zhai, (2012), <i>Mining Text Data</i> . Springer	
2	Dan Jurafsky and James H Martin, (2000), <i>Speech & Language Processing</i> . Pearson Education India.	
3	Christopher D. Manning, Prabhakar Raghavan, and Hinrich Schuetze, (2007), <i>Introduction to Information Retrieval</i> . Cambridge University Press	
4	Manning, C. D., Raghavan, P., and Schutze, H. (2008). <i>Introduction to Information Retrieval</i> , Cambridge University Press, (2008). Retrieved from: http://www-nlp.stanford.edu/IRbook/ .	
5	Miner, G., Delen, D., Elder, J., Fast, A., Hill, T., and Nisbet, A. R. (2012). <i>Practical Text Mining and Statistical Analysis for Non-structured Text Data Applications</i> . Elsevier Inc. Available online http://www.gbv.de/dms/ilmenau/toc/668584769.PDF .	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Strategic Management of Information Technology	L	T	P	C
24MS3506		4	0	0	4
Course Objectives:					
Enable the students to:					
1. Equip students with skills and systematic approach for success in IT strategic management and governance 2. Develop capabilities in aligning IT goals and focus on portfolio optimization managing risks 3. Analyze key business goals to develop IT strategies leveraging technology for competitive advantage.					
Course Outcomes:					
The student will be able to:					
1. Detail out the role of Information Technology and its significance in the business context 2. Evaluate different frameworks and apply for planning process 3. Develop capabilities to formulate IT strategies supporting IT goals. 4. Analyze key risks in a situation and prepare mitigation plans with benefits 5. Implement and execute continuity planning for business 6. Recommend IT innovation & competitive strategy for a company					
Unit: 1	Introduction to IT Strategy and Management				4 Hours
Role of IT in modern organizations - IT as a strategic enabler - The strategic alignment of IT with business goals - IT Governance and Frameworks - IT governance principles - Frameworks (e.g. ITIL, CMMI etc) - IT risk management					
Unit: 2	IT Strategy Development				4 Hours
Strategic Planning for IT - Strategic planning process - SWOT analysis for IT - IT vision and mission statements. Business-IT Alignment and Strategy - Models for business - IT alignment - Strategies for alignment - Formulating IT strategies					
Unit: 3	Managing IT Projects and Portfolios				5 Hours
IT Project Management - Project methodologies (Agile, Waterfall) - Project planning and execution - Risk management in IT projects. IT Portfolio Management - Prioritizing IT projects - Portfolio optimization - Project evaluation and selection					

Unit: 4	IT Security and Risk Management	5 Hours
Information Security and Compliance - Information security principles - Data privacy and compliance. IT Risk Assessment and Mitigation - Identifying and assessing IT risks - Risk mitigation strategies - Business continuity planning		
Unit: 5	Emerging Technologies and IT Innovation	6 Hours
Technology Trends and Innovations in Transformation - Current technology trends - Digital transformation - Emerging technologies (e.g., cloud, IoT, AI). IT Innovation and Competitive Advantage - Fostering innovation in IT - Leveraging technology for competitive advantage - Case studies on IT innovation		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1.	Robert D. Austin, 2002, <i>Strategic Planning for Information Systems</i> , 3 rd Edition, Wiley	
2.	Michael E. Whitman and Herbert J. Mattord, (2012), <i>Measuring and Managing Performance in Organizations</i> , 1 st Edition, Dorset House Publishing	
3.	Gregory B. Newby and Hsinchun Chen, (2017), <i>Machine, Platform, Crowd: Harnessing Our Digital Future</i> , W. W. Norton & Company	
4.	Jitendra Maan and Harkinder Singh Sandhu (2007), "IT Risk: Turning Business Threats into Competitive Advantage", Harvard Business Review Press	
5.	Donald A. Marchand, William J. Kettinger, and John D. Rollins, (2015), <i>Strategic Management of Information and Communication Technology: The United States Air Force Experience with Y2K</i> , Springer	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Managing Digital Transformation	L	T	P	C
24MS3507		4	0	0	4
Course Objectives:					
Enable the students to:					
1. Provide students with the fundamental skills on digital transformation.					
2. Develop capabilities to draft Transformation process bridging the gaps and maintaining business value for competitive advantage					
3. Execute the digital transformation leveraging teams, innovation and technology					
Course Outcomes:					
The student will be able to:					
1. Detail out the digital transformation scenario in the globalized world					
2. Recognize the model of transformation in the business world.					
3. Develop digital capabilities in the transformation Scenario.					
4. Analyze key issues in a digital transformation situation, identify strategic and disruptive benefits					
5. Explain and manage the challenges on using digital platform for business					
6. Craft digital transformation strategy for a company, in the context of a dynamic, global business and technology environment					
Unit: 1	Introduction to Digital Transformations	5 Hours			
The Fundamental Elements of Digital Transformations - 5 Phases of the Transformation Journey. Types of digital transformations: strategic transformation, cloud first transformation, digital enterprise natives. Digitization and essential elements. Important causes of digital disruption and transformation. Digital Capabilities and Challenges going to digital transformation,					

Unit: 2	Digital Transformation: Planning	5 Hours
Identifying Gaps: External and Internal Factors - Addressing the Gaps and Understanding the Formation of External Gaps - Involving Customers in the Digital Transformation Process - Identifying Internal Gaps and Establishing a Shared Vision for Transformation		
Unit: 3	Pre-Transformation	5 Hours
Identifying Internal barriers - Leveraging Assets and Resources for Transformation - Pathways to Transformation - Developing Strategic Plans for Digital Transformation in Organizations - Transformation Business Models and Customer Relationships - Illustrative Case Studies		
Unit: 4	Transformation	4 Hours
Digital Transformation Frameworks - Challenges in Transformation - Iterative Approaches to Implementation - Phases of Evaluation - Common Mistakes in the Iteration Process - Managing Iterative Projects and Nurturing Company Culture		
Unit: 5	Managing Transformation	5 Hours
Utilizing Design Thinking for Transformation - Leveraging Internal and External Factors for Transformation - Communicating and Spreading Transformation Efforts - Scaling for Innovation. Case Studies		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1.	Herbert, Lindsay, (2017), <i>Digital Transformation: Build your organization's Future for the Innovation Age</i> , 1st Edition, Bloomsbury Publication	
2.	Thomas M. Siebel, (2019), <i>Digital Transformation: Survive and Thrive in an Era of Mass Extinction</i> , 1st Edition, Rosetta Books	
3.	Sunil Gupta, (2019), <i>Driving Digital Strategy: A Guide to Reimagining Your Business</i> , 1 st Edition, Gildan Media	
3.	Rogers, David, (2016), <i>The Digital Transformation Playbook - Rethink your Business for the Digital Age</i> , 1st Edition, Columbia Business School Publishing	
4.	Westerman. G, Bonnet.D, McAfee.A, (2014), <i>Leading Digital: Turning Technology into Business Transformation</i> , 1st Edition, Harvard Business Review Press	
5	Srinivasan. J, and Suresh. J, (2014), <i>Cloud Computing: A Practical Approach for learning and implementation</i> , 1st Edition, Pearson Publication	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Artificial Intelligence for Business	L	T	P	C
24MS3508		4	0	0	4
Course Objectives:					
Enable the students to:					
1. Identify the role of Artificial Intelligence technologies, such as machine learning, natural language processing, and robotics in the business environment.					
2. Investigate the usage of different machine learning algorithms for extracting insights from business functional areas.					
3. Develop skills in the technical capabilities of AI to solve business problems.					
Course Outcomes:					
The student will be able to:					
1. Evaluate different AI techniques and their capabilities supporting business environment.					
2. Implement AI concepts and processing techniques.					

3. Develop effective strategies for application of machine learning, natural language processing, and robotics.		
4. Apply statistical models, regression analysis, and time series analysis using AI.		
5. Analyze business areas and recommend usage of AI in different functions.		
6. Employ AI and machine learning algorithms to optimize business functions.		
Unit: 1	An Introduction to Artificial Intelligence	4 Hours
Introduction to artificial intelligence - Search and Planning - Problem spaces and search - Knowledge and rationality - Heuristic search strategies - Search and optimization (gradient descent) – Adversarial search – Planning and scheduling – Knowledge Representation and Reasoning.		
Unit: 2	Machine Learning in Business	6 Hours
Supervised Learning methods - Predictive Analytics - Classification Problems - Forecasting - Unsupervised Methods - Dimensionality reduction - K-means Clustering - Data Reduction Techniques - Factor Analysis – Semi - supervised methods - Deep learning - Choosing among machine learning techniques.		
Unit: 3	Natural Language Processing in Business	5 Hours
Introduction to natural language understanding - Application of deep learning to NLP - Natural Language Interaction - Speech recognition - Hidden Markov Models - Speech synthesis.		
Unit: 4	Robotics in Business	4 Hours
Introduction to robotics – Sensing – Manipulation – Human - robot interaction - Mobile Robots - Learning and robotics: Reinforcement learning - Cognitive Collaboration		
Unit: 5	Applications of AI in Business	5 Hours
Applications of AI in various industries: retail - E-Commerce - financial services, - insurance - entertainment - Applications of AI in different functions: Human Resources - Sales - Operations – Marketing - Supply Chain - Future of AI.		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1.	Mariya Yao, Adelyn Zhou, Marlene Jia, (2017), <i>Applied Artificial Intelligence: A Handbook For Business Leaders</i> , 1 st Edition, Springer	
2.	Steven Finlay, (2017), <i>Artificial Intelligence and Machine Learning for Business: A No-Nonsense Guide to Data Driven Technologies</i> , 3rd Edition, Wiley	
3.	Stuart J. Russell and Peter Norvig, (2016), <i>Artificial Intelligence A Modern Approach</i> , 3rd Edition, Pearson Publishing.	
4.	Rajendra Akerkar, (2019), <i>Artificial Intelligence for Business</i> , 1st Edition, Springer International Publishing.	
5.	John Paul Mueller and Luca Massaron, (2018), <i>Artificial Intelligence for Dummies</i> , 2 nd Edition, Wiley	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Enterprise Resource Planning	L	T	P	C
24MS3509		4	0	0	4
Course Objectives:					
Enable the students to:					
1. Explain the theoretical aspects of Enterprise Resource Planning					
2. Define the practical implication on ERP Suite implementation					
3. Manage the ERP implementation and enhance to support business needs online with trends in the market					

Course Outcomes:		
The student will be able to:		
1. Relate the need for and importance of ERP and management of ERP in business context.		
2. Describe the role of functional modules and its benefits associated with Enterprise Resource Planning.		
3. Formulate the plan and execute the implementation of ERP solutions		
4. Measure the effectiveness of ERP in an organization post ERP implementation		
5. Articulate post implementation impact and maintenance of ERP		
6. Identify the trends on ERP		
Unit: 1	Introduction	4 Hours
Overview of enterprise systems - Evolution - Risks and benefits - Fundamental technology - warehouse management.		
Unit: 2	ERP Solutions and Functional Modules	5 Hours
Overview of ERP software solutions, BPR, Project management, Functional modules - Organizational data, master data and document flow		
Unit: 3	ERP Implementation	6 Hours
Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Framework - Training – Data Migration. People Organization in implementation. Consultants, Vendors and Employees		
Unit: 4	Post Implementation	4 Hours
Maintenance of ERP - Organizational and Industrial impact; Success and Failure factors of ERP Implementation.		
Unit: 5	Emerging Trends on ERP	5 Hours
Extended ERP systems and ERP add-ons - CRM, SCM, Business analytics - Future trends in ERP systems - web enabled, Wireless technologies, cloud computing and Augmented reality.		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1.	Alexis Leon, (2008), <i>ERP demystified</i> , 2 nd Edition Tata McGraw-Hill	
2.	Simha R. Magal, Jeffrey Word, (2012), <i>Integrated Business processes with ERP systems</i> , 1 st Edition, John Wiley & Sons	
3.	Jagan Nathan Vaman, (2008), <i>ERP in Practice</i> , 1 st Edition, Tata McGraw-Hill	
4.	Alexis Leon, (2008), <i>Enterprise Resource Planning</i> , second edition, Tata McGraw-Hill.	
5.	Vinod Kumar Grag and N.K. Venkitakrishnan, (2006), <i>ERP- Concepts and Practice</i> , 5 th Edition, Prentice Hall of India	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Project and Technology Management	L	T	P	C
24MS3510		4	0	0	4
Course Objectives:					
Enable the students to:					
1. Prepare a project plan with resources needed, timelines and budget.					
2. Manage the project cost and risk elements to accomplish goals					
3. Evaluate and implement necessary technology elements for innovation and leadership					
Course Outcomes:					

The student will be able to:		
1. Describe a project life cycle, and skillfully map each stage in the cycle 2. Identify the resources needed for each stage, including involved stakeholders, tools and supplementary materials 3. Analyze the time needed to successfully complete a project, considering factors such as task dependencies and task lengths 4. Identify the project costs by considering factors such as estimated cost, variances & profits covering customer requirements and internal/external goals 5. Impact of technology for competition, managing research and development 6. Analyze and manage the adoption and implementation of new technologies		
Unit: 1	Project Management Fundamentals	4 Hours
Definition and Goal of Project Management - Project Lifecycles - Project Selection Methods and Portfolio Process - Project Formulation - Roles, Responsibilities, and Selection of Project Managers & Teams		
Unit: 2	Planning and Budgeting	5 Hours
The Planning Process and Work Breakdown Structure - Budgeting Methods and Cost Estimating - Budget Uncertainty and Risk Management		
Unit: 3	Scheduling, Resource Allocation, and Control	6 Hours
PERT & CPM Networks - Crashing and Resource Allocation - Project Uncertainty and Risk Management - Gantt Charts and Critical Chain Method - Project Control and Completion		
Unit: 4	Technology in Projects	4 Hours
Introduction to technology management: Concept and meaning of technology, Impact of technology on society and business, Forms of technology. Linkage between technology, development and competition, managing research and development (R&D), Managing Intellectual Property.		
Unit: 5	Technology Management	5 Hours
Technology Assessment: Technology Choice, Technological Leadership and Followership, Technology Acquisition. Technology strategy: concept, types, key principles, framework for formulating technology strategy, Technology forecasting: techniques and application. Project management in the implementation of new technologies.		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1.	Schilling (2006), <i>Strategic Management of Technological Innovation</i> , 2nd edition, McGraw-Hill	
2.	V K Narayanan (2002), <i>Managing Technology and Innovation for Competitive Advantage</i> , 1 st Edition, Pearson Education Asia.	
3.	Erik W. Larson and Clifford F. Gray, (2010), <i>Project Management: The Managerial Process</i> , 8 th Edition, McGraw-Hill	
4.	Stanley E. Portny, (2010), <i>Project Management for Dummies</i> , 6 th Edition, John Wiley	
5.	Robert K. Wysocki, (2014), <i>Effective Project Management: Traditional, Agile, Extreme</i> , 7th Edition, John Wiley & Sons, Inc.	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Entrepreneurship Development	L	T	P	C
24MS3511		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Apply the concepts and principles governing Innovation and Entrepreneurial Development 2. Analyzing the strategies of New Venture and Business Plan. 3. Venture into Start-up Companies.					
Course Outcomes:					
The student will be able to:					
1. Apply Concepts and Principles governing Entrepreneurship in business arena. 2. Enumerate the Theories of Entrepreneurial Motivation. 3. Demonstrate the process of developing new Products and Services. 4. Examine the development of New Venture and its Challenges. 5. Implement the Business Plan for a Start-up Company. 6. Appraise and avail support rendered by the Government and other Appropriate Agencies.					
Unit: 1	Entrepreneurship Concepts	5 Hours			
Introduction - Evolution of Entrepreneurship - Concept of Entrepreneurs - Entrepreneurship and Enterprise - Growth of Entrepreneurship - Characteristics and Classification of Entrepreneurs - Intrapreneurs; Entrepreneurial Culture; Entrepreneurial Society.					
Unit: 2	Entrepreneurial Motivation and Creativity	5 Hours			
Motivation - Maslow’s Theory - Herzberg's Theory - McGregor’s Theory - McClelland’s Need-Achievement Theory; Culture and Society; Values and Ethics; Risk Taking Behavior; Creativity – Steps - Innovation - Inventions - Skills of an Entrepreneur - Decision Making and Problem Solving.					
Unit: 3	New Venture Development	5 Hours			
Identifying Opportunities- Environment Scanning - Generation of New Ideas for Products and Services; Feasibility Analysis - Technical Feasibility of Products and Services - Marketing Feasibility - Marketing Methods - Pricing Policy and Distribution Channels.					
Unit: 4	Business Plan Preparation	4 Hours			
Business Plan - Business Opportunity Identification - Preparing a Business Plan - Benefits of a Business Plan - Elements of the Business Plan - Developing a Business Plan - Guidelines for preparing a Business Plan - Format and Presentation.					
Unit: 5	Organization Assistance and Government Support for Entrepreneurship	5 Hours			
Organization Assistance - Assistance to an Entrepreneur - Industrial Park - Special Economic Zone - Project Assistance by different Agencies; Government Support - Start-up India - Make in India - Atal Innovation Mission (AIM) - Support to Training and Employment Programmed (STEP) - Jan Dhan - Aadhaar - Mobile (JAM).					
Reference Books					
1.	Prasana Chandra, (2019), <i>Projects: Planning, Analysis, Selection, Financing, Implementation and Review</i> , 9 th Edition, McGraw - Hill Publishing Company.				
2.	Steve Mariotti and Caroline Glackin, (2018), <i>Entrepreneurship and Small Business Management</i> , 3rd Edition, Pearson.				
3.	Donald F. Kuratko, Richard M. Hodgetts, and Jeffrey G. Covin (2017), <i>Entrepreneurship: Theory, Process, and Practice</i> , 10th Edition Cengage Learning.				
4.	Bruce R. Barringer and R. Duane Ireland, (2017), <i>Entrepreneurship: Successfully Launching New Ventures</i> , 5th Edition, Pearson.				

5.	Jeffry A. Timmons, Stephen Spinelli, and Rob Adams, (2017), <i>New Venture Creation: Entrepreneurship for the 21st Century</i> , 10th Edition, McGraw-Hill Education.
Recommended by Board of Studies	08 Feb 2024
Approved by Academic Council	24 Feb 2024

Course Code	Business Venture Analytics	L	T	P	C
24MS3512		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Apply business metrics and strategic consulting to assess and optimize decision-making processes. 2. Analyze the role of big data analytics in industry classification and employ classification algorithms for enhanced industry analytics. 3. Evaluate financial aspects, including startup financing options and legal considerations, to determine feasibility and provide top-N investment recommendations.					
Course Outcomes:					
The student will be able to:					
1. Apply business metrics to assess performance and make data-driven decisions. 2. Provide strategic business consulting services to optimize organizational strategies. 3. Employ industry classification techniques and classification algorithms for effective industry analytics. 4. Utilize big data analytics to inform decision-making processes and enhance data-related insights. 5. Evaluate financial aspects for startups, including debt financing, bootstrapping, and capital requirements, within the legal framework. 6. Determine feasibility and offer top-N investment recommendations for startup ventures, integrating analytical insights.					
Unit: 1	Introducing Business Metrics	5 Hours			
Business metrics - Distinguishing Revenue, Profitability, and Risk Metrics - Distinguishing Traditional and Dynamic Metrics - Egger’s Roast Coffee Case Study Part 1 - How a Profitable, Growing Company can go Bankrupt - Traditional Enterprise Sales Funnel - Revenue Metrics - Amazon.com as a Leading Example of Use of Dynamic Metrics.					
Unit: 2	Role of Big Data Analytics in Decision Making	5 Hours			
The Business Analyst - collecting opinion from renowned Business Analysts - Distinguishing the Business Data Analyst and Business Analyst Roles - An Interview with Business Data Analyst Tiffany Yu-Overview of five Types of Companies as They Relate to Big Data.					
Unit: 3	Industry Analytics	5 Hours			
Private company classification - Industry Classification - Existing classification schemes - Supervised learning using existing classification schemes - Data Sets - Textual pre-processing - Dimensionality Reduction - Supervised Learning - Classification algorithms - Multi label Classification - Experiments					
Unit: 4	Financial Issues for Start Ups	4 Hours			
Feasibility Analysis - The cost and process of raising capital - Unique funding issues of a high - tech ventures - Funding with Equity - Financing with Debt - Funding startups with bootstrapping - crowd funding - strategic alliances.					
Unit: 5	Startup Capital Requirements and Legal Environment	5 Hours			
Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment - Approval for New Ventures Taxes or duties payable for new ventures.					
Reference Books					

1.	Tanushri Banerjee; Arindam Banerjee, (2023), <i>Business Analytics: Text and Cases</i> , 1 st edition, SAGE Publications.	
2.	U. Dinesh Kumar, (2022), <i>Business Analytics: The Science of Data-Driven Decision Making</i> , 3 rd edition, Pearson Education.	
3.	Foster Provost; Tom Fawcett, (2019), <i>Data Science for Business: What You Need to Know to Get Started</i> , 3 rd edition, MIT Press.	
4.	Donald F Kuratko, Jeffrey S. Hornsby, <i>New Venture Management: The Entrepreneur’s Road Map</i> , 2e, Routledge, (2017)	
5.	Alexander Osterwalder and Yves Pigneur, (2010), <i>Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers</i> " 5 th edition, John Wiley & Sons.	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Product Development and Entrepreneurship	L	T	P	C
24MS3513		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Utilize customer need models and product design principles to formulate innovative product plans that address market demands.					
2. Develop products that efficiently fulfill customer needs using function analysis and product design techniques.					
3. Evaluate project management strategies and resource mobilization options, considering financial institution schemes, for effective venture development.					
Course Outcomes:					
The student will be able to:					
1. Apply customer-centric product planning and design principles, incorporating customer need models and product aesthetics.					
2. Utilize function analysis to configure and design products for optimal functionality and employ effective project management techniques.					
3. Mobilize resources and assess feasibility, accessing financial schemes to support entrepreneurial ventures.					
4. Develop comprehensive functional plans, including marketing strategies and research, to launch successful new ventures.					
5. Engage with entrepreneurship development agencies, such as District Industries Centers and Small Industries Service Institutes, for guidance and support.					
6. Synthesize knowledge to drive entrepreneurial success for strategic analysis and implementation.					
Unit: 1	Product Planning and Customer Need				5 Hours
Identifying Opportunities, Evaluate and Prioritize, allocate resources and scheduling tools. Identifying customer need: Types of customer needs, Customer need models. Gathering Customer needs: Need Gathering Methods, Conducting Interviews: Like Dislike Method, Articulated - Use Method, Product feel and Industrial Design.					
Unit: 2	Product Configuration and Design for Function				5 Hours
Design for function techniques, Function analysis, and function family tree. Design Evaluation: Design for manufacturing methodology, Design for assembly methodology, Additional Assembly evaluation methods. Product evaluation: Product design for disassembly, Evaluation of Product for disassembly aspects in products, Design for Product maintenance. Product specifications.					
Unit: 3	Project Management and Resource Mobilization				4 Hours

Technical, Financial, Marketing, Personnel and Management Feasibility- Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs-Venture Capital Funding – raising funds (including Angel investor).		
Unit: 4	Functional Plans	5 Hours
Marketing plan - marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan: form of ownership, designing organization structure, job design, manpower planning; Financial plan: cash budget, working capital, Performa income statement, Performa cash flow, Performa balance sheet, break even analysis.		
Unit: 5	Role of Agencies in the Entrepreneurship Development	5 Hours
District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship and Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).		
Reference Books		
1.	C. Merle Crawford and C. Anthony Di Benedetto, (2017), <i>New Products Management</i> , 11 th edition, McGraw-Hill Education.	
2.	Donald F Kuratko, Jeffrey S. Hornsby, (2017), <i>New Venture Management: The Entrepreneur's Road Map</i> , 2 nd edition, Routledge.	
3.	Hodgetts, and Jeffrey G. Covin, (2016) <i>Entrepreneurship: Theory, Process, and Practice</i> , 10 th edition, Cengage Learning.	
4.	Karl T. Ulrich and Steven D. Eppinger, (2011), <i>Product Design and Development</i> , 5 th edition, McGraw-Hill Education	
5.	Robert G. Cooper, (2011), <i>Winning at New Products: Accelerating the Process from Idea to Launch</i> 4 th edition, Basic Books.	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Translating Business Model Into Startup	L	T	P	C
24MS3514		4	0	0	4
Course Objectives:					
Enable the student to: 1. Evaluate the significance of business models in startups and differentiate between various types of business models. 2. Apply ideation techniques and identify market opportunities for innovative startup concepts. 3. Create comprehensive business plans, strategies, and operational efficiencies to guide successful startup execution and growth.					
Course Outcomes:					
The student will be able to: 1. Assess the significance of business models in the startup ecosystem and differentiate between various types. 2. Utilize ideation techniques to create innovative startup ideas and identify market opportunities. 3. Develop comprehensive business plans and strategic roadmaps for startups' successful launch and growth. 4. Execute startup operations efficiently, ensuring operational excellence and resource utilization. 5. Devise and execute marketing strategies, employing various customer acquisition channels to attract and retain customers. 6. Design scaling strategies and long-term growth plans, fostering innovation and sustainability in the startup journey.					
Unit: 1	Understanding Business Models				5 Hours

Introduction to Business Models: Explore the concept and significance of business models in the startup ecosystem. Types of Business Models: Analyze various business model archetypes and their applications. Components of a Business Model: Identify and dissect the key elements that constitute a successful business model.		
Unit: 2	Ideation and Opportunity Assessment	5 Hours
Ideation Techniques: Generate innovative startup ideas by employing ideation methodologies. Identifying Market Opportunities: Learn how to recognize market gaps and opportunities for your startup. Market Research and Validation: Conduct market research and validate your startup ideas through customer feedback and data analysis.		
Unit: 3	Business Planning and Strategy	4 Hours
Business Planning Essentials: Develop a comprehensive business plan outlining your startup's vision, mission, and objectives. Strategy Development for Startups: Create a strategic roadmap for your startup's growth and sustainability.		
Unit: 4	Startup Execution and Operations	5 Hours
Launching a Startup: Implement startup operations efficiently, considering resource allocation and management. Operational Efficiency: Develop processes and systems for efficient startup operations. Minimum Viable Product (MVP) Development.		
Unit: 5	Marketing and Customer Acquisition	5 Hours
Startup Marketing Strategies: Formulate marketing strategies to reach your target audience and create brand awareness. Customer Acquisition Channels: Explore various customer acquisition channels and tactics. Marketing Campaigns and Customer Retention.		
Reference Books		
1.	Steve Mariotti and Caroline Glackin, (2018), <i>Entrepreneurship and Small Business Management</i> , 3rd Edition, Pearson.	
2.	Bruce R. Barringer and R. Duane Ireland, (2017), <i>Entrepreneurship: Successfully Launching New Ventures</i> , 5th Edition, Pearson.	
3.	Donald F Kuratko, Jeffrey S. Hornsby, (2017), <i>New Venture Management: The Entrepreneur's Road Map</i> , 2nd edition, Routledge.	
4.	Robin Wiman, (2015), <i>Small Business: The Quick Startup Guide: Starting a Business (How to Step-By-Step Create Your Small Business on a Shoestring Budget)</i> 1 st Kindle Edition.	
5.	Alexander Osterwalder and Yves Pigneur, (2010), <i>Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers</i> 5 th edition, John Wiley & Sons.	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Social Entrepreneurship	L	T	P	C
24MS3515		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Apply strategies for assessing and appraising the social and environmental outcomes achieved by a social enterprise.					
2. Analyse the global context of social entrepreneurship.					
3. Implement sustainable practices within the social enterprise's operations and supply chain.					
Course Outcomes:					
The student will be able to:					
1. Conducts needs assessments and identify opportunities for innovative solutions to address social and					

environmental problems. 2. Apply strategies for scaling a social enterprise's impact while maintaining mission integrity. 3. Make ethical and responsible decisions in the face of complex social and environmental challenges. 4. Cultivate leadership skills and build effective, mission-driven teams within a social enterprise. 5. Apply marketing and branding strategies tailored to social enterprises to effectively communicate their mission and impact. 6. Identify and pursue diverse funding sources for social enterprises, including grants, impact investing, donations, and earned income streams.		
Unit: 1	Introduction to Social Entrepreneurship	5 Hours
Understanding Social Entrepreneurship: Definitions, concepts, and historical context. Significance of Social Entrepreneurship: Addressing societal challenges through innovative ventures. Key Principles: Exploring the guiding principles and values of social entrepreneurship.		
Unit: 2	Identifying Social Issues and Market Opportunities	4 Hours
Identifying Social Challenges: Analyzing pressing societal problems and unmet needs. Market - Based Solutions: Leveraging market - driven approaches to create social impact. Opportunity Recognition: Identifying opportunities for social innovation and entrepreneurship.		
Unit: 3	Social Enterprise Models and Legal Structures	5 Hours
Social Enterprise Models: Exploring different organizational models, including nonprofits, hybrids, and for - profits. Legal and Regulatory Considerations: Understanding legal structures and compliance requirements. Governance and Leadership: Developing effective governance structures and leadership models.		
Unit: 4	Business Planning and Strategy for Social Enterprises	5 Hours
Mission and Vision Development: Defining the social mission and long - term vision of a social enterprise. Social Business Planning: Creating comprehensive business plans tailored for social impact. Marketing and Outreach Strategies: Developing marketing plans to reach target beneficiaries and stakeholders. Financial Projections and Budgeting.		
Unit: 5	Social Innovation and Impact Measurement	5 Hours
Social Innovation Strategies: Approaches for fostering innovation in the social sector. Impact Assessment: Tools and methodologies for measuring and evaluating social impact. Scaling for Greater Impact: Strategies to expand the reach and influence of social ventures. Ethical Considerations: Addressing ethical challenges and dilemmas in social entrepreneurship.		
Reference Books		
1.	Stephanie E. Raible, (2022), <i>Social Entrepreneurship: A Practice-Based Approach to Social Innovation</i> , 3 rd Edition, SAGE Publications.	
2.	Thomas S. Lyons, (2022), <i>Understanding Social Entrepreneurship: The Relentless Pursuit of Mission in an Ever-Changing World</i> , 3 rd Edition, Routledge.	
3.	Arthur C. Brooks, (2022), <i>Social Entrepreneurship: A Modern Approach to Social Value Creation</i> , 3 rd Edition, Pearson Education.	
4.	Teresa Chahine, (2021), <i>Introduction to Social Entrepreneurship</i> , 4 th Edition, SAGE Publications.	
5.	Constant D. Beugré, (2021), <i>Social Entrepreneurship: Managing the Creation of Social Value</i> 3 rd Edition, Routledge.	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Data Analytics And Optimization Laboratory	L	T	P	C
23MS1001		0	0	2	1
Course Objectives:					
Enable the student to: 1. Define scientific methods in Business research analytics 2. Demonstrate various research designs, problem identification, formulation techniques 3. Infer and report for Business Projects and Publications					
Course Outcomes:					
The student will be able to: 1. Understand the process of creating a new dataset or import data from a file. 2. Relate new variables and manipulate a dataset. 3. Apply descriptive statistics for numeric variables. 4. Create frequency tables and cross tabulations of categorical variables. 5. Apply data analysis that incorporates hypothesis testing through Associations. 6. Analyse the data through comparing means and Predictive models.					
Lab Sessions	6 Practical Lab Exercises are to be conducted on the Topics mentioned below:				30 Hours
1. Data creation in SPSS. 2. Working with data in SPSS. 3. Exploring data using descriptive statistics for continuous variables. 4. Exploring data using Descriptive Statistics for categorical variables. 5. Analyzing data using Inferential Statistics for Association 6. Analyzing data using Inferential Statistics for Comparing Means and using Predictive models.					
Note: This course will be offered in Real Time Application with the SPSS latest version.					
Total Lectures					30 Hours
Reference Books					
1.	Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M. (2009). <i>Management Research Methodology</i> . Pearson Education: India				
2.	Donald R Cooper, Pamela R Schindler, P and J K Sharma (2006). <i>Business Research Methods</i> . (11 th edn.), Tata McGraw Hill: India				
3.	Creswell, J. W., & Creswell, J. D. (2018). <i>Research design: Qualitative, quantitative, and mixed methods approaches</i> (5th ed.). SAGE Publications.				
4.	Zikmund, W.G. (2009). <i>Business Research Methods</i> . (7th edn.), Cengage Learning: India.				
5.	Bryman, Alan & Bell, Emma (2018). <i>Business Research Methods</i> (latest Edition), Oxford University Press.				
Recommended by Board of Studies				08 Feb 2024	
Approved by Academic Council				24 Feb 2024	

Course Code	Professional Ethics (V-1.1)	L	T	P	C
18MS2001		3	0	0	3
Course Objectives:					
Enable the students to: 1. Understand the concept of Ethics and the principles supporting the same and the potential value of approaches at all levels in the organization strategic, managerial and operational/tactical). 2. Understand how organisations manage business ethics 3. Understand and evaluate business ethics from a global perspective					
Course Outcomes:					

The students will be able to:		
1. Analyze and apply various leadership theories, and explore emotional leadership styles. 2. Understand the attitudes, behaviors, and capabilities essential for an effective ethical approach for organizational success. 3. Apply the ethical decision-making framework to improve ethical decisions. 4. Demonstrate the ability to support and mentor team members and gain competence in managing relationships. 5. Understand the link between morality and ethics from diverse cultural perspectives. 6. Evaluate the practices adopted by companies using different ethical models using case studies of real companies.		
Unit: 1		
Theories: universal theories e.g. Transactional (Bennis, Bass), charismatic leadership (Weber, Conger and Kanungo); contingency theory e.g. Fiedler; situational theories e.g. Hersey and Blanchard, Vroom and Yetton; emotional leadership styles e.g. Goleman's six styles, Hay and McBer's Emotional Competence Inventory, Dulewicz and Higgs Leadership Organisational culture: classification of organisational culture, e.g. power culture, role culture, task culture, person culture; cultural norms and symbols; values and beliefs; cultural issues. Formulation of development strategy and implementation in national and global Contexts and development strategies to meet current and future organisational needs and their role in enhancing organisational competence.		
Unit: 2		
Analysis of the evidence concerning the nature and significance of ethics in the furtherance of organizational achievement and progress. Review of the attitudes, behaviors and capabilities required for effective approach especially within a high engagement. Methods for situational diagnosis in order to select functionally-appropriate leadership behaviors and styles for application in a range of selectively-chosen scenarios.		
Unit: 3		
Recognizing an ethical issue and dilemmas in business; the challenge of determining an ethical issue in business. Ethical leadership; personality, psychological factors, use of coaching and mentoring in relation to leadership development. A framework for ethical decision making in business; using the ethical decision-making framework to improve ethical decisions; the role of leadership in an ethical culture; leadership styles and their influence on ethical decisions; habits of strong ethical leaders.		
Unit: 4		
Effective communication of values and goals. Leadership to support the achievement of the organisation's goals by encouraging common and acceptable norms of organizational behavior. The role of supporting and mentoring team members. The concepts developed by different theorists and how it applies to an individual's role. Managing relationships (inspiring, influencing, networking, conflict management)		
Unit: 5		
Appraise the considerations necessary for organizations to build an ethical framework in a global environment, such as ethical perspectives, choosing criteria, prioritizing the options. Critically assess the impact that implementation of the framework will have on business practices including costs and operational policies and procedures. Appraise links between morality and ethics from different cultural perspectives: Anglo-American, European, Asia-Pacific (and South Africa, India, Brazil). Critically evaluate philosophical ethics in the context of mainstream business ethics from Anglo-American, European and Asia-Pacific and other viewpoints. Critically appraise the international framework of business ethics: intergovernmental institutions (the UN system, OECD and WTO for example), international law and other voluntary codes. Identify the range of internet-based services increasingly available on an international basis. Critically evaluate the tensions between the costs of ethical management, organizational profitability and obligations to Management shareholders from the view point of Anglo-American, 'European and Asia-Pacific and other cultural groups.		

Unit: 6	
Appraise the impact of growing global information on business ethics, in terms of changes in corporate strategy, business practice and of cost. Critically evaluate practices evolving in companies using the different models by using case studies of real companies. Appraise the pressure on organizations to employ ethical codes of practice. Critically appraise different codes of ethics and their limitations using models taken from 'real life' organizations. Appraise the impact of best practice in ethical standards such as AA1000, GR1, SA 8000 ECS 2000 on the practices employed by 'real life' organizations. Assess the extent to which corporate strategy, in real organizational contexts, recognizes and responds to social, environmental and ethical obligations to shareholders. Critically evaluate the impact of failure to meet the ethical considerations and/or obligations to shareholders on performance and survival of the business in a fast moving global environment.	
Total Lectures	45 Hours
Reference Books	
1.	<i>Leadership and Business Ethics</i> (Issues in Business Ethics) by Gabriel Flynn, ISBN-13: 978-9048178780
2.	<i>Ethics Education of Business Leaders Emotional Intelligence, Virtues, and contemplative Learning</i> by Tom E. Culham, University of British Columbia, Vancouver, Canada
3.	Bryman, A., Collinson, D., Grint, K., and Jackson, B. (2011) <i>the SAGE Handbook of Leadership</i> , London: SAGE.
4.	Collinson, D, Grint, K., and Jackson, B. (2011) <i>Major Works in Leadership Studies</i> , Vols. 1- 4, London: SAGE. <i>Keting Management: A Relationship Approach</i> (3rd Edition)
5.	Fraedrich 2013, <i>Ethical decision making in business: a managerial approach</i> , 9th international Ed., Cengage Learning [ISBN: 1111826617]
Recommended by Board of Studies	08 Feb 2024
Approved by Academic Council	24 Feb 2024

Course Code	Professional Ethics	L	T	P	C
24MS2001		3	0	0	3
Course Objectives:					
Enable the student to:					
1. Understand the concept of ethics, and recognize the potential value of implementing ethical approaches across all organizational levels. 2. Gain insight into how organizations effectively navigate and oversee business ethics within their structures. 3. Develop the ability to navigate complex ethical dilemmas by acquiring proficiency in ethical decision-making strategies					
Course Outcomes:					
The student will be able to:					
1. Analyze ethical theories and apply an ethical decision-making framework in relevant scenarios. 2. Identify and evaluate the characteristics of ethical leaders to formulate and implement a personal code of conduct. 3. Develop and apply strategies for enhancing ethical practices in the workplace. 4. Demonstrate and explain professional integrity and the ethical implications of technology usage. 5. Asses the ethical considerations related to artificial intelligence and biotechnology to make informed decision. 6. Apply strategies to cultivate an ethical organization culture that promotes transparency, accountability within a workplace setting.					
Unit: 1	Introduction to Professional Ethics	9 Hours			
Understanding Ethics, Definition of ethics and its relevance in professional contexts, Distinction between ethics, morality, and legality, Major ethical theories: Deontology, Utilitarianism, Virtue Ethics; Importance of Professional Ethics, Ethical decision-making frameworks, Impact of unethical behavior on individuals, organizations, and society, Historical cases of ethical misconduct in various professions.					

Unit: 2	Code of Conduct and Ethical Leadership	10 Hours
Code of Ethics and Conduct, Introduction, Analysis of specific industry codes (e.g., engineering, medicine, business), Creating and enforcing a personal code of conduct; Ethical Leadership, Characteristics of ethical leaders, Leadership styles and their ethical implications, Historical cases of ethical leadership in various industries.		
Unit: 3	Workplace Ethics	8 Hours
Workplace Diversity and Inclusion, Ethical considerations in promoting diversity and inclusion, Addressing discrimination and bias in the workplace, Case studies on diversity-related ethical dilemmas; Whistleblowing and Corporate Social Responsibility (CSR), Whistleblowing as an ethical responsibility, Analyzing CSR practices and their impact on society, Historical cases of whistleblowing and CSR in business.		
Unit: 4	Professional Integrity and Techno Ethics	10 Hours
Professional Integrity, Upholding integrity in professional relationships, Balancing personal values with professional obligations, Ethical challenges in maintaining professional integrity; Technology and Ethics, Ethical considerations in the use of technology, Privacy, cybersecurity, and ethical implications of emerging technologies, Historical cases of ethical issues in technology-driven professions.		
Unit: 5	Ethical Decision-Making and Future Trends	8 Hours
Ethical Decision-Making Models, Introduction to ethical decision-making frameworks, Applying ethical reasoning in professional contexts, Future Trends and Emerging Issues, Anticipating ethical challenges in evolving industries, Ethical implications of artificial intelligence, biotechnology, and other future trends, Developing a plan for continuous ethical awareness and improvement.		
Total Lectures		45 Hours
Reference Books		
1.	R.S. Naagarazan, (2022), <i>Professional Ethics and Human Values</i> , 3 rd edition, New Age International Pvt Ltd.	
2.	A.C Fernando, (2012), <i>Business Ethics and Corporate Governance</i> , 2 nd edition, Pearsons.	
3.	Dr. P. Elamurugan, (2021), <i>Professional Ethics in Engineering</i> Paperback, Notion Press	
4.	Debabrata Basu & Samarpan Chakraborty, (2019), <i>A Textbook on Human Values and Ethics (For the Students of Agriculture, Horticulture & Agril. Engineering)</i> , Paperback, New Delhi Publishers	
5.	A.C. Fernando, (2019), <i>Business Ethics: An Indian Perspective</i> , 3 rd edition, Pearson Education.	
Recommended by Board of Studies		08 Feb 2024
Approved by Academic Council		24 Feb 2024

Course Code	Business Plan for Start-Up	L	T	P	C
23MS2004		2	0	0	2
Course Objectives:					
To impart knowledge on: 1. Identifying the potential for new business creation, including necessary resources and startup prerequisites. 2. Establishing a new business entity either independently or within an existing organization. 3. Analyzing the successes and failures of various entrepreneurs.					
Course Outcomes:					
The student will be able to: 1. Develop a start-up Enterprise with Big Idea Generation. 2. Analyze start-up capital requirement by analyzing legal factors. 3. Interpret feasibility Analysis towards funding issues. 4. Access growth stages in new venture and reasons for scaling ventures. 5. Evaluate financial stability and decide on expansion possibilities					

6. Scan the financial crisis and strategize the exit plan		
Module 1	Start-up opportunities	7 Hours
Business Plan definition - concept of Business Plan - The New Industrial Revolution – The big idea - generate ideas with brainstorming - business start-up – Ideation - venture choices - The rise of the start-up Economy - The six forces of change – The entrepreneurial ecosystem – entrepreneurship in India. Government initiatives.		
Module 2	Start-up Capital Requirements and Legal Environment	6 Hours
Identifying Startup capital Resource requirements - Estimating startup cash requirements - Develop financial assumptions constructing a process map - Positioning the venture in the value chain - launch strategy to reduce risks - The legal environment - Approval for new ventures taxes or duties payable for new ventures.		
Module 3	Starting-up Financial Issues	5 Hours
Feasibility Analysis - The cost and process of raising capital – Unique funding issues of a high-tech ventures - Funding with Equity – Financing with debt- Funding startups with bootstrapping- crowd funding- strategic alliances.		
Module 4	Start-up Survival and Growth	7 Hours
Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures Scaling Ventures – preparing for change - Leadership succession. Support for growth and sustainability of the venture.		
Module 5	Planning for Harvest and Exit	5 Hours
Dealing with Failure: Bankruptcy, Exit Strategies Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.		
Total Lectures		30 Hours
Reference Books		
1.	Shradha Sharma (2023) <i>From Start-Up to Scale-Up: The New Indian Dream</i> . Harper Collins India.	
2.	Gautam Ghosh and Atul Joshi (2021), <i>Startup CXO: A Playbook for Scaling Up</i> . Notion Press	
3.	The Staff of Entrepreneur Media, Inc. (2018), <i>Start Your Own Business - Entrepreneur Press</i> , 7th Edition.	
4.	Donald F Kuratko, Jeffrey S. Hornsby, (2017), <i>New Venture Management: The Entrepreneur's Road Map</i> , 2e, Routledge.	
5.	Steven Fisher, Ja-nae' Duane, (2016), <i>The Startup Equation - A Visual Guidebook for Building Your Startup</i> , Indian Edition, Mc Graw Hill Education India Pvt. Ltd.	
Recommended by Board of Studies		18.04.2024
Approved by Academic Council		11.05.2024

**KARUNYA SCHOOL OF
MANAGEMENT**

LIST OF NEW COURSES

Course Code	Course Title	Credits [L:T:P:C]
23MS2001	Concepts and Applications in Entrepreneurship	3:0:0:3
23MS2002	Entrepreneurship and New Venture Creation	3:0:0:3
23MS3001	Accounting for Managers	3:0:0:3
23MS3002	Applications in Accounting for Managers	0:0:2:1
23MS3003	Applied Law for Business	3:1:0:4
23MS3004	Executive Communication for Managers	0:0:4:2
23MS3005	Information Technology for Managers	3:0:0:3
23MS3006	Production and Operations Management	3:1:0:4
23MS3007	Business Research Methods	2:1:0:3
23MS3008	Business Research Applications	0:0:2:1
23MS3009	Financial Management	2:1:0:3
23MS3010	Applications in Financial Management	0:0:2:1
23MS3011	Data Visualization Using Power BI	0:0:4:2
23MS3012	Economics for Business	3:0:0:3
23MS3013	Entrepreneurship And New Venture Creation	3:0:0:3
23MS3014	Lean Six Sigma in Supply Chain Management	4:0:0:4
23MS3015	Port and Containerization Management	4:0:0:4
23MS3016	Air Cargo Management	4:0:0:4
23MS3017	Supply Chain Risk Management	4:0:0:4
23MS3018	Logistics Management	4:0:0:4
23MS3019	Warehousing and Distribution Management	4:0:0:4
23MS3020	Freight Operations Management	4:0:0:4
23MS3021	International Logistics and Documentation	4:0:0:4

MBA Entrepreneurship Elective List effective from 2023

Course Code	Course Title	Credits L T P C
23MS3022	Entrepreneurship Development	3:1:0:4
23MS3023	Advanced Program in Entrepreneurship and Growth	3:1:0:4
23MS3024	Entrepreneurial Analytics	3:1:0:4
23MS3025	Product Development and Entrepreneurship	3:1:0:4
23MS3026	Translating Business Model into Startup	3:1:0:4
23MS3027	Social Entrepreneurship	3:1:0:4

MBA Business Analytics Elective List effective from 2023

Course Code	Course Title	Credits L T P C
23MS3028	Social Media Analytics	4:0:0:4
23MS3029	Business Venture Analytics	4:0:0:4

CORE COURSES FOR MBA (OL)

Course Code	Course Title	Credits
23MS3501	Accounting for Managers	4:0:0:4
23MS3502	Marketing for Business	4:0:0:4
23MS3503	Organizational Behaviour and Management	4:0:0:4
23MS3504	Business Communication	4:0:0:4
23MS3505	Managerial Economics	4:0:0:4
23MS3506	Business Research Methods	4:0:0:4
23MS3507	Quantitative Techniques for Management	4:0:0:4
23MS3508	Management Information System	4:0:0:4
23MS3509	Financial Management	4:0:0:4
23MS3510	Human Resource Management	4:0:0:4

23MS3511	Operations Management	4:0:0:4
23MS3512	Legal Aspects of Business	4:0:0:4
23MS3513	Corporate Strategy	4:0:0:4
23MS3514	Innovation and Entrepreneurship	4:0:0:4
23MS3515	Ethics and Corporate Social Responsibility	4:0:0:4

List of Online MBA Electives effective from 2023 batch

Online MBA Finance Elective List

Course Code	Course Title	Credits
23MS3516	Strategic Cost Management	4:0:0:4
23MS3517	Security Analysis and Portfolio Management	4:0:0:4
23MS3518	Financial Derivatives	4:0:0:4
23MS3519	Financial Analysis and Reporting	4:0:0:4
23MS3520	Income and Corporate Taxation	4:0:0:4

Online MBA HR Elective List

Course Code	Course Title	Credits
23MS3521	Talent Acquisition	4:0:0:4
23MS3522	Learning and Development	4:0:0:4
23MS3523	Industrial Relations and Labour Legislation	4:0:0:4
23MS3524	Organizational Development and Change Management	4:0:0:4
23MS3525	Compensation Management	4:0:0:4

Online MBA Logistics Elective List

Course Code	Course Title	Credits
23MS3526	Logistics Management	4:0:0:4
23MS3527	Warehousing and Facilities Management	4:0:0:4
23MS3528	Freight Transport Operations Management	4:0:0:4
23MS3529	Supply Chain Management	4:0:0:4
23MS3530	Materials and Inventory Management	4:0:0:4

Online MBA Marketing Elective List

Course Code	Course Title	Credits
23MS3531	Search Engine Marketing	4:0:0:4
23MS3532	Sales and Channel Management	4:0:0:4
23MS3533	Product and Brand Strategies	4:0:0:4
23MS3534	Consumer Behaviour Insights	4:0:0:4
23MS3535	Marketing Communication Management	4:0:0:4

Course Code	CONCEPTS AND APPLICATIONS IN ENTREPRENEURSHIP	L	T	P	C
23MS2001		3	0	0	3
Course Objectives:					
Enable the student to:					
1. Apply the concepts of entrepreneurship and develop an entrepreneurial mindset based on individual strengths and characteristics.					
2. Design thinking process to real-world problems.					
3. Arrive at solutions based on human needs and market potential.					
Course Outcomes:					

The student will be able to: 1. Define entrepreneurship and explain emerging trends in entrepreneurship. 2. Identify and evaluate business opportunities and assess market potential. 3. Conduct customer discovery and market research in developing a successful startup. 4. Build a lean canvas, identify different types of business models, evaluate and refine them and learn legal and regulatory requirements. 5. Identify sources of funding and develop a funding strategy. 6. Build an idea pitch and deliver it with confidence to various stakeholders.		
Module: 1	Introduction to Entrepreneurship	7 Hours
Defining Entrepreneurship, Why be an Entrepreneur?, Entrepreneurship in Indian Scenario & Its role in economic development, Success stories of Entrepreneurs, Entrepreneurial style assessment tool, Developing the Entrepreneurial mindset- Attributes & skills, recognizing your sweet spot for starting up, principles of Effectuation, Myths about Entrepreneurship, Types of Entrepreneurs, Entrepreneur vs Intrapreneur, Startup maturity model, Role of Entrepreneurial Teams, Understanding the unique opportunities of entrepreneurship in a specific industry or domain, Identifying trends in the industry, Exploring the sectorial landscape, ecosystem and challenges		
Module: 2	Design thinking and Opportunity Discovery	7 Hours
Design Thinking for startups- principles & process, Generation of ideas, Idea generation techniques and evaluating creative ideas, Overview on Innovations by Indian start-ups, Identify problem worth solving, define the problem using Design thinking principles.		
Module: 3	The Product, the Customer, and the Market	7 Hours
Differentiate between a customer and a consumer, Who is your customer and what is your segment, Customer Job, Pains, and Gains using Value proposition Canvas, Build solution using VPC, Market Estimation-TAM,SAM,SOM, Competitive analysis, Overview to Product Development, Minimum viable product (MVP): Build - Measure - Learn, differentiate between solution Demo & MVP, How to validate MVP-Achieve a Product – Market fit.		
Module: 4	Value Proposition and Business Model	8 Hours
Development of the Value Proposition for the Startup – its products, services, Production methods and strategies-Domain specific, Introduction to Business model, Business plan and lean approach, nine block lean canvas model, Basics of Entrepreneurial Finance: Costs, Revenue streams, Pricing, Basic financial template, Profitability check, Break even analysis, Selecting the Right Channel, Sales Skills to become an Effective Entrepreneur, Introduction to Digital Marketing and tools		
Module: 5	Legal Systems, Regulatory Environment, and Supporting Ecosystem	8 Hours
Institutional Ecosystem for incubation and startups, Role of government & its nodal agencies in entrepreneurship development, MSME, Financial assistance and subsidies offered by government and developmental agencies – DIC, Ministry of MSME, BIRAC, Atal Innovation Mission, startup India, NIESBUD, NSTEED, Technology Development Board, EDII. Basics of business regulations of starting & operating a business and Managing Compliance requirements, Nature and types of business (Different business will have different requirements), Overview on PAN, GST, Shops and Establishment Act, Trade License,-Professional Tax, MSME Act, Intellectual Property Rights, Build an Investor ready pitch deck		
Module: 6	Finalization of the Business Plan, Project Management, Funding Strategy and Preparation of Pitch Deck	8 Hours
Project Management, Developing the Business Plan, Sources of funds: Debt & Equity, Funding Strategy, Build an Investor-ready Pitch Deck		
Total Lectures		45 Hours
Text Books		

1.	Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2017). Entrepreneurship (10th Ed.). McGraw-Hill Education.
2.	Roy, R. (2017) Indian Entrepreneurship: Theory and Practice. New Delhi: Oxford University Press.
Reference Books	
1.	Chandan, J. S., & Rana, S. S. (2019). Entrepreneurship Development and Management. New Delhi: McGraw Hill Education.
2.	Mitra, P., & Banerjee, A. (2019). Startup Minds: The Entrepreneur's Journey from Idea to Success. SAGE Publications India.
3.	Bernard Garrette, How to solve big problems and sell solutions like top strategy consultants, Springer; 1st ed. 2018 edition (June 19, 2018)
4.	Rajeev Roy, "Entrepreneurship" 2nd Edition, Oxford University Press, 2011.
Recommended by Board of Studies	
04.05.2023	
Approved by Academic Council	
03 June 2023	

Course Code	ENTREPRENEURSHIP AND NEW VENTURE CREATION	L	T	P	C
23MS2002		3	0	0	3
Course Objectives:					
Enable the student to:					
1. Explore the entrepreneurship concepts and develop an entrepreneurial mindset based on Personal strengths and characteristics. 2. Design thinking process and applying design thinking to real-world problems. 3. Arrive at solutions based on market potential for building a practice ventures for supporting to start and run a business					
Course Outcomes:					
The student will be able to:					
1. Define entrepreneurship and explain emerging trends in entrepreneurship. 2. Identify and evaluate business opportunities and assess market potential. 3. Conduct customer discovery and market research in developing a successful startup. 4. Build a lean canvas, identify different types of business models, evaluate and refine them and learn legal and regulatory requirements. 5. Identify sources of funding and develop a funding strategy. 6. Build an idea pitch and deliver it with confidence to various stakeholders.					
Module: 1	Problem Identification and Opportunity Discovery				7 Hours
Defining Entrepreneurship, Entrepreneurial mind-set, identify your entrepreneurial style, Problem Identification and Opportunity Discovery, Problem Validation, Problem Definition and Perfect your problem/ Idea Pitch					
Module: 2	Customer and markets				7 Hours
Identify Market Types, Estimate Market Size, Define Market Positioning, Customer segmentation, Describe Customer Persona					
Module: 3	Creating a Compelling Value Proposition and competition Analysis				7 Hours
Craft Core Value Proposition, Create Sustainable Differentiation Strategy, Deliver Value, identify competitors, Identify critical product features, Conduct Feature ranking.					
Module: 4	Business Model				8 Hours
Business Model, Types of Business Model, Lean Canvas, Decision to Pivot or Persevere, Identify Riskiest Assumptions in Business Model, Create/ Iterate Prototype, Conduct MVP Interviews, Analyse Feedback, Build the MLP					
Module: 5	Business Planning and Go to market				8 Hours
Build Sales Plan, Build People Plan, Build Financial Plan and Unit Economics, Build Funding Plan, Identify Metrics that Matter, Identify Appropriate GTM Channels, Develop Channel Partners, Analyse Market Penetration Strategy. Build Digital Marketing Plan.					

Module: 6		Pitch the business idea	8 Hours
Devise Growth Plan, Structure Scaling Strategy, Customer Acquisition, Operational Excellence, Managing Money, Create Sources, uses of funds. Map Start-up Cycle to funding Options, Create Pitch Deck			
Total Lectures			45 Hours
Text Books			
1.	Renee A. Mauborgne & W. Chan Kim, Blue Ocean Strategy: How to create uncontested Market Space and Make the Competition Irrelevant, 2015, Harvard Business School Press; 1st edition (20 January 2015).		
2.	Bernard Garrette, How to solve big problems and sell solutions like top strategy consultants, Springer; 1st ed. 2018 edition (June 19, 2018)		
Reference Books			
1.	Leong, Alan “Introduction to writing a Business Plan. Carnation, WA: Koyoti, 2013		
2.	Hisrich R D, Peters M P, “Entrepreneurship” 8th Edition, Tata McGraw-Hill, 2013.		
3.	Khanka. S.S., “Entrepreneurial Development” S.Chand& Co. Ltd., Ram Nagar, New Delhi, 2013.		
4.	Thiel, P. (2014). Zero to One: Notes on Startups, or How to Build the Future. Crown Business.		
5.	Roy, R. (2017). Indian Entrepreneurship: Theory and Practice. New Delhi: Oxford University Press.		
Recommended by Board of Studies			04.05.2023
Approved by Academic Council			03 June 2023

Course Code	ACCOUNTING FOR MANAGERS	L	T	P	C
23MS3001		3	0	0	3
Course Objectives:					
Enable the student to:					
1. Demonstrate the need on the requirement of Financial, Cost and Management Accounting to apply in different managerial situations. 2. Bring out the modern approach of Accounting Techniques in tandem with the Global Trends 3. Analyze and Interpret Corporate results from its annual and quarterly reports.					
Course Outcomes:					
The student will be able to:					
1. Relate the significance of management accounting concepts and Principles. 2. Develop an Understanding on the basics of the principles and techniques of accounting. 3. Apply ratio analysis on the financial statements and interpret the results to know the performance of the company. 4. Analyze the Cash flows from operating, financing, and investing activities recorded in the reports of the company. 5. Evaluate Business or Product or a Unit by means of break-even point, Marginal Costing, and budgetary Control techniques. 6. Create the Vertical and Horizontal Model of Income Statements and Balance Sheet as INDAS/IFR Format					
Module: 1	Introduction to Financial Accounting				7 Hours
Need for and Importance of Financial Accounting, Accounting Concepts and Conventions – Golden Rules of Accounting, Preparation of Final Accounts					
Module: 2	Financial Statement Analysis				7 Hours
Features - Tools and Techniques - Comparative and Common Size Income Statements and Balance sheets, Ratio Analysis – Types of ratios– Merits and Demerits of ratio analysis					
Module: 3	Cash Flow Statement				7 Hours
Statement of Cash flows as per IND AS-7 – Meaning, Objectives, Format, Preparation of Cash Flow Statements.					
Module: 4	Cost Accounting & Management Accounting				8 Hours
Cost Concepts - Classification - Methods – Cost Sheet – Marginal Costing - CVP- Break-even analysis					

-Budgeting –Basic concepts and types of budgets.		
Module: 5	Financial Reporting	8 Hours
An overview of International Financial Reporting Standards (IFRS) and IND AS		
Module: 6	The Corporate Annual Reports	8 Hours
Read and understand the contents in the annual reports in order to suit the requirements of Listed and Unlisted Companies in India – Presentation of the annual report in the Board Meeting.		
Total Lectures		45 Hours
Reference Books		
1.	I M Pandey, 2018, “Management Accounting”, 3 rd edition, Vikas Publication House Pvt. Ltd.	
2.	Robert Kaplan and Anthony A Atkinson, 2015, “Advanced Management Accounting”, 3 rd edition, Pearson Education Pvt. Ltd., India.	
3.	Khan MY & Jain PK , 2013, “Management Accounting”, 6th edition ,McGraw Hill Publications Pvt. Ltd., India	
4.	Jain SP & Narang KL , 2010, “Cost Accounting”, 12 th edition, Kalyani Publishers, New Delhi, India	
5.	Ambrish Gupta, 2018, “Financial Accounting For management - An Analytical Perspective”, 6 th edition, Pearson Education Pvt. Ltd.	
Recommended by Board of Studies	04.05.2023	
Approved by Academic Council	03 June 2023	

Course Code	APPLICATIONS IN ACCOUNTING FOR MANAGERS	L	T	P	C
23MS3002		0	0	2	1
Course Objectives:					
Enable the student to:					
1. Demonstrate the concepts, principles, and the role of accounting in a practical approach.					
2. Bring out the latest trend in analyzing and interpreting the financial health of an organization.					
3. Assess the growth of the company by understanding the annual reports using Excel.					
Course Outcomes:					
The student will be able to:					
1. Apply the features of Excel in Final Accounts.					
2. Relate the basics of the principles and techniques of Financial StatementAnalysis using Excel.					
3. Apply the tools and techniques of Excel in the process of decision making.					
4. Analyze the financial requirements by preparing budgets using Excel.					
5. Evaluate companies by reading and understanding the consolidated financial statements using Excel.					
6. Create a report on the growth of companies with the help of annual reports using Excel.					
Lab Sessions	6 Practical Lab Exercises are to be conducted on the Topics mentioned below:				30 Hours
1. Features of Excel in the preparation of Final Accounts.					
2. Financial Statement Analysis including cash flow using Excel.					
3. Decision making through Marginal Costing using Excel.					
4. Excel in the preparation of Budgets.					
5. Excel in preparing the Consolidated Financial Statements.					
6. Analyzing the annual reports of listed companies using Excel and interpreting the results tounderstand the growth of the company.					
Note: This course will be offered in Real Time Application with the Advanced Excel Module					
Total Lectures					30 Hours
Reference Books					
1.	Michael Samonas, 2015, “Financial Forecasting, Analysis, and Modeling: A Framework for Long-Term Forecasting”, 1 st edition, John Wiley & Sons Ltd., United Kingdom				
2.	Alastair L Day, 2012, “Mastering Financial Modeling in Microsoft Excel: A Practitioner’s Guideto Applied Corporate Finance”, 3 rd edition, FT Publishing International				

3.	Arora M N, 2016, “Cost and Management Accounting””, 3 rd edition, Himalaya Publishing House Pvt. Ltd., India	
4.	John Hampton, 1999, “Financial Decision Making, concepts, problems and cases”, Prentice Hall Publishing Pvt. Ltd., India	
5.	Ambrish Gupta, 2018, “Financial Accounting For management - An Analytical Perspective”, 6 th edition, Pearson Education Pvt. Ltd.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		03 June 2023

Course Code	APPLIED LAW FOR BUSINESS	L	T	P	C
23MS3003		3	1	0	4
Course Objectives:					
Enable the student to:					
1. Develop leadership skill to maintain business ethics, order, resolve disputes, establish generally accepted standards, and protect rights and liberties in business. 2. Apply the regulations of business contracts, Companies, Commercial Establishment and Intellectual properties. 3. Relate to a business practice that complies with relevant laws in an effort to maintain ethical business practices.					
Course Outcomes:					
The student will be able to:					
1. Infer the principles of contract law to enforce the agreement between parties. 2. Analyse and apply principles of law to generate solutions for problems faced in contractual dealings of sale, bailment, pledge, agency and bank transactions. 3. Relate the regulations of companies’ law and commercial establishment to start entrepreneurship. 4. Apply the knowledge and techniques learnt to protect rights of consumers, business innovations, and entrepreneurship to develop leaders. 5. Manage the rights of the consumers in business, and gain knowledge on protection of intellectual property. 6. Learn to access information useful for business, regulations on information technology. and discuss the latest trends in business.					
Module: 1	Contract Law	12 Hours			
Development of Business Law in India –Introduction to Contract Law - Formation of Agreement– Essentials of Valid Contract - Consideration - Termination of contract – Damages–Setting the Contract Aside.					
Module: 2	Special Contracts and Sale of Goods	12 Hours			
Special Contracts – Contract of Bailment, Contract of Pledge and Hypothecation; Lien; Contract of Agency - Agent, Agency and Principal – Agency: Rights and Duties. Partnership – Limited Liability partnership; Sale and Transfer of Ownership- Conditions and warranties –Performance of Sale Contract					
Module: 3	Negotiable Instruments and Insurance Contract	12 Hours			
Negotiable Instruments – Types, Bouncing of cheque; Letter of Credit - Types; Indemnity and Guarantee; Bank guarantees; Contract of Insurance.					
Module: 4	Indian Companies, Shop and Establishment Regulations	12 Hours			
Introduction to Company Law - Incorporation of companies–Corporate Personality – Meetings and Alteringthe Constitution of the Company –Share Capital - Directors; Shop and Establishment Act in India; Registration and License, Regulations for shop and commercial establishment; GST Registration Process;Corporate Ethics in Business.					
Module: 5	Consumer Protection, Intellectual Property Rights	12 Hours			
Consumer Protection –Advertising and Unfair Trade Practices - Consumer Rights – Consumer Disputes redressal agencies - E-commerce Regulations; Protection of Intellectual property of Business - Patent - Copy					

Right – Trademark.		
Module: 6	Other Regulations on Business Applications	12 Hours
Overview on Right to Information Act; Information Technology Act; Business and Fundamental Rights; Application of Artificial Intelligence in Business Law; Environmental Protection Act; Bitcoins Regulations.		
Total Lectures		60 Hours
Note: All the laws read with reference to the latest amendment.		
Reference Books		
1.	Akhileshwar Pathak, “Legal Aspects of Business”, TATA McGraw Hill Education P Ltd, New Delhi, 6e, 2018	
2.	Anurag K Agarwal, “Business Law for Managers”, IIM Ahmedabad Book Series, 2012	
3.	Bansal .C.L , “Business and corporate laws”, Excel books, New Delhi, 1 st edition, Reprint, 2011.	
4.	Ravindar Kumar, “Legal Aspects of Business’ Cengage Learning India, 2 nd edition, 2011.	
5.	Tulsian, “Business Law”, 2nd Edition, TATA MC Graw Hill, New Delhi, 2007.	
Recommended by Board of Studies	04.05.2023	
Approved by Academic Council	03 June 2023	

Course Code	EXECUTIVE COMMUNICATION FOR MANAGERS	L	T	P	C
23MS3004		0	0	4	2
Course Objectives:					
Enable the student to:					
1. Apply the fundamentals of communication and enhance their ability to communicate professionally. 2. Relate with confidence at the workplace through enhancing their employability skills 3. Develop a positive self-image to deal with the workplace situations					
Course Outcomes:					
The student will be able to:					
1. Present a compelling elevator speech for personal branding 2. Understand the basics of workplace communication etiquette. 3. Develop abilities to participate in group discussions and write an effective CV 4. Create a professional LinkedIn profile and gain professional membership 5. Develop the skills to become more persuasive and credible communicator 6. Apply professional skills with credibility and confidence within a broad range of contexts and groups					
Practical Sessions	12 Practical Lab Exercises are to be conducted on the Topics mentioned below:				60 Hours
1. Communication culture at the workplace - Pronunciation drills / Accent- building a conversation- Requests, Complaints, Appreciation, Offer, Effective Report-writing, and Summaries, Press release - The passive – Aggressive Communication - Communication Networks 2. Interpersonal Communication – Behavior and communication, Grooming, Dress code, using body language, gestures, and postures- working in teams - negotiation skills, the art of persuasion, Telephonic Skills 3. Group Discussion and CV preparation–Participating in Group discussion with confidence, writing a compelling CV, Role Play, Brain Storming. 4. Preparing an Interview Portfolio – Professional folder, developing interview skills, winning in interviews, Mock interviews and Feedbacks. 5. LinkedIn Profile & Professional Membership – Creating a professional LinkedIn profile and registering for professional membership of interest (free), Job sites. 6. Corporate Leadership- Business role models, Corporate training programs-Synthesizing Sources – Corporate Presentation and Public speaking- Future aspirations-Life styles-Self-discovery – Known and unknown challenges – Corporate Communication –Constructive criticism					
Note: This course will be offered in Real Time Application with the Advanced Excel Module					
Total Lectures					60 Hours
Reference Books					

1.	E. Bruce Harrison and Judith Mühlberg, 2014. Leadership Communication How Leaders Communicate and How Communicators Lead in today’s Global Enterprise. Business Expert Press,LLC
2.	Alan Barker, 2011. Improve your Communication Skills, (II Edition). Kogan Page Limited
3.	Simon Sweeney, 2003. English for Business Communication, Teacher’s Book, CambridgeUniversity Press
4.	Lydia E. Anderson and Sandra B. Bolt, 2016. Professionalism: Skills for workplace success. FourthEd. Pearson
5.	Devajit Bhuyan. 2012. The Complete Guide to Career Planning. V and S Publishers.
Recommended by Board of Studies	
04.05.2023	
Approved by Academic Council	
03 June 2023	

Course Code	Information Technology for Managers	L	T	P	C
23MS3005		3	0	0	3
Course Objectives:					
Enable the student to:					
1. Apply the basic principles and working of information technology in an organization. 2. Compare and contrast how internet and other information technologies support business processes. 3. Give an overall perspective of the importance of application of internet technologies in business administration.					
Course Outcomes:					
The student will be able to:					
1. Apply the fundamental concepts of information systems. 2. Develop the knowledge about management of information systems. 3. Interpret and recommend the use information technology to solve business problems. 4. Distinguish the business needs for e-commerce and the Internet. 5. Articulate role of Management Information Systems in organizations 6. Apply a framework and process for aligning organization’s IT objectives with business strategy.					
Module: 1	Management Information System	7 Hours			
Definition, basic concepts, framework, role & need of MIS. Organization and Information Systems: Changing Environment and its impact on Business. The Organization: Structure, Managers and activities, Data, information and its attributes, The level of people and their information needs, Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.					
Module: 2	Data processing systems	7 Hours			
Retrieval of data, storage of data, concepts of information, organizational structure and management concepts, Management Control, the decision-making process by information, Types of decision, concepts of planning and control, EIS, DSS, TPS, security issue. Data sources and data management: Files: Definitions, types of files, concepts of DBMS, data warehouse, DDL, DML, DLL, concepts of RDBMS, Data Flow Diagram (DFD), E-R Diagram.					
Module: 3	System Concept	7 Hours			
System Development Life Cycle (SDLC), Decision Support System (DSS), Enterprise Resource Planning (ERP) System, ERP basic features, benefits of ERP selection, ERP Implementation					
Module: 4	Kinds of Information Systems	8 Hours			
Transaction Processing System (TPS) - Office Automation System (OAS) -Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) -Executive Support System (EIS or ESS).					
Module: 5	Security and Ethical Challenges	8 Hours			
Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy –software and intellectual property. Privacy – Issues and the Internet					

Privacy. Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism		
Module: 6		8 Hours
Definition, Concepts, EC Business Models, Benefits and Limitations of EC, Mobile computing, Pervasive computing, Types of threats and attacks, Payment Revolution.		
Total Lectures		45 Hours
Reference Books		
1.	Kenneth C. Laudon and Jane P. Laudon: Management Information System, Managing the Digital Firm, Pearson Education, 14th Global edition, 2016, ISBN:9781292094007.	
2.	Bidgoli and Chattopadhyay, "Management Information System - A South Asian Perspective", Cengage Learning Janice Reynolds, (2000), "The Complete E-Commerce Book", Google reads, 2 nd edn	
3.	James A O'Brien & George M Maracas, "Management Information System", 7th edition (2008), Tata McGraw Hill Companies, New Delhi.	
4.	P.T. Joseph, S.J. Sanjay Mohapatra, "Management Information System in Knowledge Economy", 1st Edition (2008), PHI Learning Pvt. Ltd, New Delhi.	
5.	Haag, S., Cummings. M., and Phillips, A. (2008), Management Information System, 6th Edition, Tata McGraw Hill, India	
Recommended by Board of Studies	04.05.2023	
Approved by Academic Council	03 June 2023	

Course Code	PRODUCTION AND OPERATIONS MANAGEMENT	L	T	P	C
23MS3006		3	1	0	4
Course Objectives:					
Enable the student to:					
1. Apply the elements relating to Production and Operations Management in managerial decision making. 2. Relate implementation and practices of on plant location, plant layout, materials management, Inventorycontrol and quality control. 3. Use the appropriate tools and techniques to bring out optimal solutions related to Operations in themanufacturing processes.					
Course Outcomes:					
The student will be able to:					
1. Describe the basic concepts and theories on production and operations management. 2. Discuss the principles underlying value chain. 3. Appraise the skills in designing operations. 4. Apply the planning and controlling operations to forecast demand and inventory control. 5. Relate the practices of quality control in manufacturing process of operations management. 6. Examine the production tools to achieve high standard in operations.					
Module: 1	INTRODUCTION TO OPERATIONS MANAGEMENT	10 Hours			
Operations Management – Nature, Importance, transformation processes, differences between services and goods, a system perspective, functions, Operations Strategy – Strategic fit, framework. Productivity.					
Module: 2	DESIGNING OPERATIONS	10 Hours			
Product Design - Criteria, Approaches. Product development process - Process - design, strategy, types, analysis, make or buy decision.					
Module: 3	OPERATIONS AND THE VALUE CHAIN	10 Hours			
Capacity Planning – Long range, Determinants, Strategies, Equipment selection – InvestmentDecisions; Facility Location – Theories, Steps in Selection, Location Models,					
Module: 4	PLANNING AND CONTROL OF OPERATIONS	10 Hours			

Demand Forecasting – Need, Types, Objectives and Steps – Forecasting models - Inventory Planning and Control–Functions, Decisions, Inventory models		
Module: 5	PLANNING IN MANUFACTURE	10 Hours
Aggregate Planning – Nature, Strategies, Methods – Master Production Scheduling; Materials requirement planning – Concepts, Methods		
Module: 6	PRODUCTION MANAGEMENT TOOLS – THE LEADING EDGE	10 Hours
JIT – TQM - Computer integrated Manufacturing and flexible manufacturing system – ISO 9000 series – Poka Yoke – Kaizen – Business Process Reengineering – Supply Chain Management – Lean manufacturing- Quality Function Deployment – Enterprise Resource Planning		
Total Lectures		60 Hours
Reference Books		
1.	Paneerselvam (2012), Production and Operations Management, (3rd Edition), PHI	
2.	Mahadevan B, (2015) Operations management: Theory and practice, Pearson Education India.	
3.	Heizer, Barry Render, Jagadeesh Rajashekhar (2009), Operations Management, Pearson	
4.	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, (2014), Operations and Supply Chain Management, (14thedn), McGraw Hill Education (India) Pvt. Ltd.	
5.	Norman Gaither and Gregory Frazier, (2015), Operations Management, (9thedn), CengageLearning	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		03 June 2023

Course Code	BUSINESS RESEARCH METHODS	L	T	P	C
23MS3007		2	1	0	3
Course Objectives:					
Enable the student to:					
1. Understanding of research methods and techniques used in business.					
2. Skills required to research and find solutions to the problems of society.					
3. How to define a problem, frame research design, analyze, interpret the results and present the findings.					
Course Outcomes:					
The student will be able to:					
1. Relate the importance of research in business decision making.					
2. Identify research problems and apply suitable design appropriate research studies.					
3. Evaluate and execute relevant hypothesis testing procedures.					
4. Identify sample size from the total population using statistical and non-statistical measures to collect data and analyze data using various techniques to draw optimal conclusions.					
5. Design and draft dissertation research proposal with appropriate methodology					
6. Communicate research results effectively to enhance all communities in the research, academic and professional forum.					
Module: 1	Introduction to Research Methods in Business				7 Hours
Definition and importance of research in business decision making, Types of research and research designs, Ethics in research, The research process, and the scientific method.					
Module: 2	Problem Definition and Research Design				7 Hours
Identifying research problems and hypotheses, defining research questions and objectives, selecting appropriate research designs, Developing research proposals					
Module: 3	Scaling and Sampling Techniques				7 Hours
Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non-Response. Characteristics of a good sample. Sampling methods, types and techniques.					

Module: 4	Data collection and Purification	8 Hours
Primary and secondary data sources, Surveys, interviews, and focus groups, Observational research, Experimental research,		
Module: 5	Data Analysis and Report Writing	8 Hours
Tools and techniques of data analysis; Neural Networks; Writing research reports, communicating research findings, and enhance presentations using visual aids.		
Module: 6	Advanced Topics in Business Research Methods	8 Hours
Qualitative research methods, Mixed-methods research, Action research and participatory research, Longitudinal research, big data and data analytics, Case studies and ethnography		
Total Lectures		45 Hours
Reference Books		
1.	Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M. (2009). Management Research Methodology. Pearson Education: India	
2.	Donald R Cooper, Pamela R Schindler, P and J K Sharma (2006). Business Research Methods. (11 th edn.), Tata McGraw Hill: India	
3.	Creswell, J. W., & Creswell, J. D. (2018). Research design: Qualitative, quantitative, and mixedMethods approach (5th ed.). SAGE Publications.	
4.	Zikmund, W.G. (2009). Business Research Methods. (7th edn.), Cengage Learning: India.	
5.	D. Israel Dawn Iacobucci and Gilbert A. Churchill (2010). Marketing Research: A South Asian Perspective, Cengage Learning, India	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		03 June 2023

Course Code	BUSINESS RESEARCH APPLICATIONS	L	T	P	C
23MS3008		0	0	2	1
Course Objectives:					
Enable the student to:					
1. Define scientific methods in Business research analytics 2. Demonstrate various research designs, problem identification, formulation techniques 3. Infer and report for Business Projects and Publications					
Course Outcomes:					
The student will be able to:					
1. Create a new dataset or import data from a file. 2. Compute new variables and manipulate a dataset. 3. Generate descriptive statistics for numeric variables. 4. Create frequency tables and cross tabulations of categorical variables. 5. Conduct data analysis that incorporates hypothesis testing through Associations. 6. Conduct data analysis that incorporates hypothesis testing through Comparing means andPredictive models.					
Lab Session	6 Practical Lab Exercises are to be conducted on the Topics mentioned below:				30 Hours
1. Conduct a survey 2. Analyze a dataset • Data creation in SPSS/Excel • Working with data in SPSS. • Exploring data using descriptive statistics for continuous variables. • Exploring data using Descriptive Statistics for categorical variables. • Analyzing data using Inferential Statistics for Association • Analyzing data using Inferential Statistics for Comparing Means and using Predictive models 3. Interpretation of Results 4. Report Generation					

5. Article Writing & journal Identification	
6. Publication of Articles in Journals	
Total Lectures	30 Hours
Reference Books	
1.	Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M. (2009). Management Research Methodology. Pearson Education: India
2.	Donald R Cooper, Pamela R Schindler, P and J K Sharma (2006). Business Research Methods. (11 th edn.), Tata McGraw Hill: India
3.	Creswell, J. W., & Creswell, J. D. (2018). Research design: Qualitative, quantitative, and mixed Methods Approaches (5th ed.). SAGE Publications.
4.	Zikmund, W.G. (2009). Business Research Methods. (7th edn.), Cengage Learning: India.
5.	D. Israel Dawn Iacobucci and Gilbert A. Churchill (2010). Marketing Research: A South Asian Perspective, Cengage Learning, India
Recommended by Board of Studies	04.05.2023
Approved by Academic Council	03 June 2023

Course Code	FINANCIAL MANAGEMENT	L	T	P	C
23MS3009		2	1	0	3
Course Objectives:					
Enable the student to: 1. Construct the process of assessing the financing and investment avenues. 2. Craft the business alternatives based on the costs and benefits. 3. Infer the Valuation Process of a business.					
Course Outcomes:					
The student will be able to: 1. Relate the financial avenues best suited for investment requirements. 2. Find the value of Money over the present as well as future period of time. 3. Apply the skill in establishing the Optimal Capital Structure and cost of capital for a business enterprise. 4. Analyze the sources of funds and take appropriate long-term Investment Decisions. 5. Evaluate the Cash Management, Inventory Management Policy, payables, and receivables pressures in management decisions. 6. Create the Model by which Working Capital Requirements are charted out to meet out the business needs.					
Module: 1	Financial Management Environment and Functions	7 Hours			
Overview of Financial Management – Wealth Vs Profit Maximization criterion- Functions of Financial Management-Basic Concepts and types of Risk and Returns.					
Module: 2	Business Valuations and Dividend Decision	7 Hours			
Time Value of money – Importance, rationale, Present Value, Future value and compounding techniques Dividend and Retention Policies, Dividend models.					
Module: 3	Capital Structure & Cost of Capital	7 Hours			
Capital Structure Theories – Net Income approach, Net Operating Income approach, Modigliani & Miller approach, Traditional approach, Cost of Capital- Importance and computation of overall cost of capital.					
Module: 4	Leverages and Valuation	8 Hours			
Analysis of Operating and Financial Leverages and Composite Leverages, concept of EBIT and EPS analysis.					
Module: 5	Working Capital Management	8 Hours			
Significance, Purpose, Types of Working Capital, Working capital Approaches, WC cycle, Cash cycle and					

Determinants of working capital.		
Module: 6	Investment Appraisal and Decisions on Source of Funds	8 Hours
Capital Budgeting – Capital Rationing – Evaluation Techniques –Avenues for New Entrepreneurs- Sources of Funds - Internal, External, Spontaneous, short-term, Intermediate and Long-term Source of Funds.		
Total Lectures		45 Hours
Reference Books		
1.	I M Pandey, (2015), “Financial Management”, Vikas Publishing House Private Limited, 11 th edition.	
2.	Khan MY & Jain PK, (2017). “Financial Management - Text, Problems and Cases”, McGraw Hill Education, 7th edition	
3.	Prasanna Chandra, (2011), “Financial Management – Theory and Practice”, Tata McGraw Hill Education Private Limited”, 8th edition.	
4.	Richard A. Brealey, Stewart C. Myers & Franklin Allen, (2011). “Principles of Corporate Finance”, Mc-GrawHill/ Irwin, 10 th edition	
5.	Jonathan Berk, Peter DeMarzo, Ashok Thampy, (2013), “Financial Management”, Pearson Education Limited.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		03 June 2023

Course Code	APPLICATIONS IN FINANCIAL MANAGEMENT	L	T	P	C
23MS3010		0	0	2	1
Course Objectives:					
Enable the student to:					
1. Demonstrate the concepts, principles, and the role of financial management. 2. Bring out the modern approach of analyzing and interpreting the financial plan of an organization. 3. Get prepared for an exciting, challenging and rewarding managerial career that requires good forecasting for the requirement and management of finance.					
Course Outcomes:					
The student will be able to:					
1. Relate the features of Excel in the assessment of value for money in the long run. 2. Develop an Understanding on the basics of the principles and techniques cost of capital using Excel. 3. Apply the tools and techniques of Excel in the analysis of profitability of companies. 4. Analyze the requirements of working capital to run the day-to-day operations of the company usingExcel. 5. Evaluate an efficient Inventory Management using Excel. 6. Create the investment opportunities with the use of data available in annual reports using Excel.					
Lab Session	6 Practical Lab Exercises are to be conducted on the Topics mentioned below:				30 Hours
1. Features of Excel in Time Value of Money. 2. Assessing cost of capital using Excel. 3. EBIT and EPS Analysis of companies using Excel. 4. Estimation of working capital requirements using Excel. 5. Excel in managing inventory. 6. Capital budgeting techniques using Excel.					
Total Lectures					30 Hours
Reference Books					
1.	Alastair L Day, 2012, “Mastering Financial Modeling in Microsoft Excel: A Practitioner’s Guide to Applied Corporate Finance”, 3 rd edition, FT Publishing International				
2.	Paul Pignataro, 2013, “Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity”, 1 st edition, John Wiley & Sons Ltd., United Kingdom				

3.	Jonathan Berk, Peter DeMarzo, Ashok Thampy,(2013), “Financial Management”, Pearson Education Limited.
4.	Raymond Brooks, (2015). “Financial Management – Core concepts”, Pearson Education Limited. 3 rd edition
5.	Rajesh Kumar, (2016),” Strategic Financial Management-Case book”, Academic Press, 1 st edition
Recommended by Board of Studies	
04.05.2023	
Approved by Academic Council	
03 June 2023	

Course Code	DATA VISUALIZATION USING POWER BI	L	T	P	C
23MS3011		0	0	4	2
Course Objectives:					
Enable the student to:					
1. Associate data usage in business decision making					
2. Apply Excel for data analysis and decision making					
3. Train application of Power BI in data analysis, visualization and interpretation					
Course Outcomes:					
The student will be able to:					
1. Summarize The business situation problems data structure					
2. Apply data analysis using Excel Formatting, Filtering, Logical Formulas					
3. Solve the business situation using excel statistical formulas					
4. Design the appropriate charts to arrive at a strategic decision					
5. Depicting the data in visuals using Power BI					
6. Construct dashboard using Power BI					
Lab Session	12 Practical Lab Exercises are to be conducted on the Topics mentioned below:				60 Hours
1. Excel - Data set, Formatting & Filtering					
2. Excel - Logical Formulas & IF and IFS, Statistical Formulas & Descriptive statistics					
3. Power BI - Power BI Interface, Introduction					
4. Power BI tools					
5. Power BI - Drilling into the data & Structuring Data, Data Analysis					
6. Power BI - Formatting Simple Visuals, Formatting combination visuals					
7. Power BI - Slicers					
8. Power BI- Interactive dashboards					
9. Power BI - Bookmarks, Reports					
10. Decision making using interactive dashboards					
11. Tableau- Tool Introduction					
12. Tableau - Data visualization & interpretation					
Note: the above said problems could be solved using Excel 2019 and Power IB					
Total Lectures					60 Hours
Reference Books					
1.	Michael Alexander Richard Kusleika John Walkenbach, “ Excel 2019 Bible”, 2018, Wiley				
2.	Greg Harvey, “Excel 2019 All-in –One- for Dummies”, 2018				
3.	Brett Powel, “Mastering Microsoft Power BI”, Packt				
4.	Dan Clark, “Beginning Power BI”, Apress				
5.	Excel Formulas Thanks to Array Formula Magic”, 2013, Holy Macro Books.				
Recommended by Board of Studies				04.05.2023	
Approved by Academic Council				03 June 2023	

Course Code	ECONOMICS FOR BUSINESS	L	T	P	C
23MS3012		3	0	0	3
Course Objectives:					
Enable the student to:					
1. Relate the basic concepts of microeconomics and macroeconomics with cost concepts, nature of production.					

2. Apply the pricing and output decisions under various market structures. 3. Relate economic variables to managerial decisions.		
Course Outcomes:		
The student will be able to: 1. Apply economic criteria for efficient resource allocation to a diverse range of dynamic business situations. 2. Analyse changing market conditions in terms of supply, demand and possible government intervention and formulate appropriate and sustainable organisational responses. 3. Propose appropriate economic solutions that draw on a robust, critical awareness of the role of information in the market economy. 4. Evaluate and apply appropriate approaches to economic challenges in relation to social and private costs, taxation and government regulation. 5. Propose relevant pricing and market strategies for a variety of market structures and in the presence of market failures. 6. Use diverse forms of economic information from both the environment and the organisation to evaluate and propose solutions to business problems.		
Module: 1	The Fundamentals of Economics	7 Hours
The Economic Problem-Scarcity and Choice; Nature and Scope- Positive and Normative Economics, Micro and Macro Economics; Central Problems of an Economy; Production Possibility Curve; Productive and allocative efficiencies, Opportunity Cost; Externalities and Market Failures, Working of Economic Systems; Economic Cycles.		
Module: 2	Basic Elements of Demand and Supply	7 Hours
Demand- Meaning, Demand Schedule, Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Changes in Demand; Supply- Meaning, Supply Schedule, Individual and Market Supply Curve, Determinants of Supply, Law of Supply, Changes in Supply; Equilibrium of Demand and Supply Determination of Equilibrium Price and Quantity, Effect of a shift in Demand or Supply; Elasticity of Demand and Supply		
Module: 3	Theory of Consumer Behaviour	7 Hours
Types of consumer decisions, Consumer Decision Making Process, Problem Recognition, Information Search, Alternative Evaluation, Purchase Selection, Post purchase Evaluation, Buying pattern in the new digital era. Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility; Indifference Curve Approach- Indifference Curves, Properties of Indifference Curves, Budget Line, Consumer's Equilibrium.		
Module: 4	Theory of Production and Costs	8 Hours
Theory of Production- Factors of Production, Basic Concepts, Production Function, Law of Variable Proportions, Returns to Scale; Producer's Equilibrium- Least-Cost Factor Combination and Output Maximisation for a given Level of Outlay; Theory of Costs- Basic Concepts, Short-run Total Cost Curves Fixed and Variable, Short-run Average and Marginal Cost Curves, Relationship between Average and Marginal Cost Curve, Average and Marginal Cost Curves in the Long-run		
Module: 5	Performance of an Economy & Analysis of Markets	8 Hours
Macro-economic aggregates, circular flow of macroeconomic activity, National income determination Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income, Concept of Market and Main Forms of Market; Equilibrium of the Firm- Meaning, Objectives of the Firm, Total Revenue-Total Cost Approach, Marginal Revenue-Marginal Cost Approach; Price and Output under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly.		
Module: 6	Basic Elements of Money and Banking	8 Hours
Concept of Money-Its Functions, Quantity Theory of Money, Credit Creation; Central Bank (Reserve Bank of India) - Role and Functions; Commercial Banks-Role and Functions; Basic Elements of E-Banking;		

Money Multiplier, Inflation- Trend and causes, Objectives and Instruments of Monetary Policy and Fiscal Policy in India	
Total Lectures	45 Hours
Reference Books	
1.	Paul A Samuelson and William D. Nordhaus, Macroeconomics, McGrawHill Publication, New Delhi. (9th Edition)
2.	Dwivedi, D. N, Managerial Economics, Vikas publishing house Pvt.Ltd, New Delhi. (7 th Edition).
3.	N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.
4.	Mankiw, Principles of Macroeconomics, Cengage Learning India Private Limited, New Delhi.(4 th Edition).
5.	Paul.G. Keat, Philip.K.Y.Young, Sreejatha Banerjee, Managerial economics- Economic tools for today's Decision makers, Pearson education.
Recommended by Board of Studies	04.05.2023
Approved by Academic Council	03 June 2023

Course Code	ENTREPRENEURSHIP AND NEW VENTURE CREATION	L	T	P	C
23MS3013		3	0	0	3
Course Objectives:					
Enable the student to:					
4. Explore the entrepreneurship concepts and develop an entrepreneurial mindset based on Personal strengths and characteristics.					
5. Design thinking process and applying design thinking to real-world problems.					
6. Arrive at solutions based on market potential for building a practice ventures for supporting to start and run a business					
Course Outcomes:					
The student will be able to:					
7. Define entrepreneurship and explain emerging trends in entrepreneurship.					
8. Identify and evaluate business opportunities and assess market potential.					
9. Conduct customer discovery and market research in developing a successful startup.					
10. Build a lean canvas, identify different types of business models, evaluate and refine them and learn legal and regulatory requirements.					
11. Identify sources of funding and develop a funding strategy.					
12. Build an idea pitch and deliver it with confidence to various stakeholders.					
Module: 1	Problem Identification and Opportunity Discovery				7 Hours
Defining Entrepreneurship, Entrepreneurial mind-set, identify your entrepreneurial style, Problem Identification and Opportunity Discovery, Problem Validation, Problem Definition and Perfect your problem/ Idea Pitch					
Module: 2	Customer and markets				7 Hours
Identify Market Types, Estimate Market Size, Define Market Positioning, Customer segmentation, Describe Customer Persona					
Module: 3	Creating a Compelling Value Proposition and competition Analysis				7 Hours
Craft Core Value Proposition, Create Sustainable Differentiation Strategy, Deliver Value, identify competitors, Identify critical product features, Conduct Feature ranking.					
Module: 4	Business Model				8 Hours
Business Model, Types of Business Model, Lean Canvas, Decision to Pivot or Persevere, Identify Riskiest Assumptions in Business Model, Create/ Iterate Prototype, Conduct MVP Interviews, Analyse Feedback, Build the MLP					
Module: 5	Business Planning and Go to market				8 Hours

Build Sales Plan, Build People Plan, Build Financial Plan and Unit Economics, Build Funding Plan, Identify Metrics that Matter, Identify Appropriate GTM Channels, Develop Channel Partners, Analyse Market Penetration Strategy, Build Digital Marketing Plan.		
Module: 6	Pitch the business idea	8 Hours
Devise Growth Plan, Structure Scaling Strategy, Customer Acquisition, Operational Excellence, Managing Money, Create Sources, uses of funds. Map Start-up Cycle to funding Options, Create Pitch Deck		
Total Lectures		45 Hours
Text Books		
1.	Renee A. Mauborgne & W. Chan Kim, Blue Ocean Strategy: How to create uncontested Market Space and Make the Competition Irrelevant, 2015, Harvard Business School Press; 1st edition (20 January 2015).	
2.	Bernard Garrette, How to solve big problems and sell solutions like top strategy consultants, Springer; 1st ed. 2018 edition (June 19, 2018)	
Reference Books		
1.	Leong, Alan “Introduction to writing a Business Plan. Carnation, WA: Koyoti, 2013	
2.	Hisrich R D, Peters M P, “Entrepreneurship” 8th Edition, Tata McGraw-Hill, 2013.	
3.	Khanka. S.S., “Entrepreneurial Development” S.Chand& Co. Ltd., Ram Nagar, New Delhi, 2013.	
4.	Thiel, P. (2014). Zero to One: Notes on Startups, or How to Build the Future. Crown Business.	
5.	Roy, R. (2017). Indian Entrepreneurship: Theory and Practice. New Delhi: Oxford University Press.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		03 June 2023

Assessment Pattern

IA -1 Project submission in Next Gen Platform – Explore (40 marks)

IA-2 Project submission in Next Gen Platform - Discover (40 Marks)

IA-3 Project submission in Next Gen Platform- Go to the market (40 Marks)

QA: Group discussion and presentation (10 Marks)

End semester – Project submission in Next Gen Platform – Launch (100 Marks)

(There is no written exam for this course. All the three internal assessments and the end semester exam will be conducted in NEN- learn wise platform,)

Program Pedagogy

Methodology of teaching and content delivery is based on experiential learning, where the students will always get to implement the concepts. This course follows Wadhvani Foundation’s “Watch-Think-Do” pedagogy in a highly experiential learning format through real-life case studies and content. Students also get different exposure by pitching to their classmates and to an external jury. This helps them improve their presentation and sales skills, learn how to present their business, understand how to receive feedback & implement the same effectively.

Course Code	LEAN SIX SIGMA IN SUPPLY CHAIN MANAGEMENT	L	T	P	C
23MS3014		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Introduce the fundamental Lean manufacturing and Six Sigma principles in logistics and its application in supply chain management.					
2. Understand the wastages and model of lean logistics.					
3. Understand the tools and technique for implementation of Lean manufacturing and Six Sigma in logistics.					
Course Outcomes:					
The student will be able to:					
1. Summarize and explain the concepts of lean in logistics					
2. Identify, compare and contrast the wastages of lean logistics and the different types of lean logistics					
3. Describe the logistics bridge model					
4. Assess the different types of flow and capability					

5. Design and illustrate the current and future state mapping of Value Stream Mapping (VSM)		
6. Examine, evaluate and plan the implementation of SPC tools using Six Sigma methodologies		
Module: 1	Lean Six Sigma Logistics and Supply Chain	10 Hours
Lean and the Logistician – Six Sigma and the Logistician – Logistics bridge model –Importance of Logistics and Supply Chain Management.		
Module: 2	The Logistics and Supply Chain Wastes	10 Hours
Waste of Inventory – Waste of Transportation – Waste of Space and Facilities: Logistics and Warehousing Waste of Time – Waste of Packaging – Waste of Administration – Waste of Knowledge		
Module: 3	Logistics Bridge Model	10 Hours
Importance of Logistics Bridge model – Logistics Flow: Asset Flow, Inventory Flow, Fixed Assets Flow, Information Flow, Financial Flow – Capability: Predictability, Stability, Visibility.		
Module: 4	Lean Technique: Value Stream Mapping	10 Hours
Value Stream Mapping (VSM) – Material and Information Flow – VSM symbols –Identification of Product or Product Family – Current-State Mapping – Future-State Mapping –Plan and Implementation in logistics.		
Module: 5	Six Sigma Tools	10 Hours
Define – Measure – Analyze – Improve – Control (DMAIC) – SIPOC model – VOC – CTQ – Seven Quality or SPC Tools such as Pareto Analysis, Cause and Effect Diagram, Control Charts etc. –Process Capability Analysis (CP, CPK)– Plan and Implementation in logistics.		
Module: 6	Key impact of Industry 4.0 on Lean Six Sigma in Supply Chain Management	10 Hours
Enabling I4.0 technologies for lean and SS -Industry alignment through Digitalisation – VSM – Innovation in Internet of Things in networking – Intelligent Machines		
Total Lectures		60 Hours
Reference Books		
1.	Paul Myerson (2012), “Lean Supply Chain and Logistics Management” (1e), McGraw Hill Education	
2.	James William Martin (2014), Lean Six Sigma for Supply Chain Management, (2E) McGraw-Hill	
3.	Thomas Gold (2005), “Lean Six Sigma Logistics – Strategic Development to Operational Success” (6e), Ross Publication	
4.	Elizabeth and Cudney (2012), Implementing Lean Six Sigma throughout the Supply Chain: The Comprehensive and Transparent Case Study (1e), Productivity Press	
5.	Liker, J., (2004), The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer, McGraw-Hill Education	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		03 June 2023

Course Code	PORT AND CONTAINERIZATION MANAGEMENT	L	T	P	C
23MS3015		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Apply port structure, functions, and operations in managerial decision making.					
2. Relate airport management in logistics management.					
3. Demonstrate the role of intermediaries in Port Management					
Course Outcomes:					
The student will be able to:					
1. Relate Port and Airport Management for Logistics and their requirements.					
2. Apply the operations and functions among major and minor ports					
3. Examine the Port administration and Privatization functions.					

4. Analyze containerization types and cargos. 5. Evaluate multimodal transport services available for trade movement 6. Create the impact of Industry 4.0 in E-Tracking, AI and RFID in Port and Containerization Management		
Module: 1	Port Structure and Functions	10 Hours
Definition –Major Ports, Minor Ports and Intermediate Ports –Layout of a Ports – Organisational structure - Fundamental observations - Infrastructure and connectivity- Administrative functions - Operational functions. Main services: Services and facilities for ships - Administrative formalities - Cargo transfer - Services and facilities for cargo - Additional “added value” service- Ports and their stakeholders like PHO,Immigration, Ship agents, Stevedores, CHA.		
Module: 2	Port Operations & Development	10 Hours
Port Operations: Berths and Terminals - Berth Facilities and Equipment - ship Operation – Preshipment planning, the stowage plan and on-board stowage - cargo positioning and stowage on the terminal - Developments in cargo/container handling and terminal operation Phases of port development - Growth in world trade - Changes in growth Development in terminal operation. Shipping technology and port: Ship knowledge Ship development and port development - Port time and ship speed - Other technical development affecting port.		
Module: 3	Port Administration and Privatization	10 Hours
Port Administration Ownership and Management Port ownership structure- Types of port ownership and administration – Organizations concerning ports - Boards governing the ports - Port management development Rise and fall of Ports - information technology in ports. Port ownership in Indian context: Acts governing the Ports in India - Port ownership structure in India. Port reform: Framework for port reform - Evolution of ports in a competitive world Alternative Port Management Structure and Ownership Models.		
Module: 4	Containerization & Cargos	10 Hours
Major Container Trades - Container Operators - Container Ships - Terminal- Consideration of Container Terminal Planning - Container Distribution – Container types - ISO Container Dimension by types - Non-Containerisable cargo - Features of Containerization - Equipment for non-containerisable cargo. International Trade Distribution - Stowage: Meaning - Stowage of cargo – Factor Consideration - Types of cargo - Characteristics - Cargo and Container handling equipment - Types of Packing- Marking of cargo -Dangerous Cargo - IMDG Code –Classes.		
Module: 5	Multimodal Operations	10 Hours
Liners - Tramps - Specialized Vessels - Terms - Road transport vehicle – Road Transport Weight and Measurement - Rail Transport Vehicle and Equipment – Air Transport - Ports - LCL - FCL - NVOCC - Freight forwarders - Consolidator - ICD CFS- Free Trade Area - SEZ - Factors affecting mode and route choice. - Liners - Tramps - Specialized Vessels - Terms - Road transport vehicle – Road Transport Weight and Measurement - Rail Transport Vehicle and Equipment – Air Transport - Ports - LCL - FCL – NVOCC - Freight forwarders - Consolidator - ICD CFS- Free Trade Area - SEZ - Factors affecting mode and route choice.		
Module: 6	Key impact of Industry 4.0 on Port & Containerization Management	10 Hours
Introduction – Automation and Robotics in Cargo Handling and Administration – E-Tracking – AI based smart ports. –RFID for container identification – Empty container identification and movement using cloud computing		
Total Lectures		60 Hours
Reference Books		
1.	Professor Dong-Wook Song, Photis Panayides (2015), Maritime Logistics: A Guide to Contemporary Shipping and Port Management (2e), Kogan Page	
2.	Patrick M. Alderton. 2008, Port Management and Operations. Information Law Category, U.K.	

3.	Harry Geerlings, Bart Kuipers, et al. (2017), Ports and Networks: Strategies, Operations and Perspectives (1e), Routledge
4.	Rolf Neise, Rolf Neise (2018), Container Logistics: The Role of the Container in the Supply Chain(1e), Kogan Page
5.	Harry Geerlings (2017), Ports and Networks: Strategies, Operations and Perspectives (1e),Routledge
Recommended by Board of Studies	
04.05.2023	
Approved by Academic Council	
03 June 2023	

Course Code	AIR CARGO MANAGEMENT	L	T	P	C
23MS3016		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Provide the students with essential requirements on airfreight operations management					
2. Relate the significance of air cargo in freight forwarding					
3. Equipping the students with knowledge on air cargo documentation					
Course Outcomes:					
The student will be able to:					
1. Demonstrate air cargo management and their operational aspects					
2. Apply the knowledge of air cargo management in international logistics and trade					
3. Summarize on all the necessary documents required for clearance.					
4. Structure an ecosystem which benefits the stakeholders					
5. Ability to implement the advanced developments in air cargo industry.					
6. Anticipate modern advancements in the air cargo field by implementing new technologies and proposing critical solutions.					
Module: 1	INTRODUCTION TO AIR CARGO	10 Hours			
Evolution of air cargo industry - Air cargo vs Air freight and its types - Aircraft - Types, Advantages of Air shipments –Transshipment of cargo by air- Air cargo screening - International Air Routes - Airports –codes.					
Module: 2	INCOTERMS & DOCUMENTARY CREDIT	10 Hours			
Role of freight forwarder in Air Shipment – Customs clearance – Import/Export Documentation (AWB, cargo manifest, DGD, NOTOC, etc.). – Incoterms used in air freight. Introduction, international sales contract, advantages of documentary credit, requirements of buyer and seller, different types of documentary credit					
Module: 3	CARGO CONSOLIDATION	10 Hours			
Air Cargo Console - Unit Load devices (ULD) – Introduction, types of ULDs, bulk loading. Introduction of cargo warehouse, cargo build up procedure, IGM, EGM preparation, TACT Book. General cargo, special cargo, weight & dimension, packing, marking, labeling, handling label, coding and decoding, all types of cargo requiring special handling					
Module: 4	AIRLINE REGULATORY BODIES	10 Hours			
Airline regulatory bodies – DGCA and its functions – AAI and its functions – IATA, FAA, EASA – C- TPAT- Price setting by IATA - Publication of air cargo tariffs, different types of air freight rates, types of other charges.					
Module: 5	INSURANCE CLAIM	10 Hours			
Introduction, principles and rules governing liability, the liability of freight forwarder, carriage of Goods by Sea, the Hague rules, Hamburg rules, Warsaw convention, Montreal convention.					
Module: 6	DG CARGO	10 Hours			
Dangerous goods in air cargo and Classification – Safety Data Sheet - ICAO Technical instructions – UN Specification Packaging – Marking and labeling, IATA dangerous goods regulations, HACCP.					
Total Lectures					60 Hours
Reference Books					

1.	Xie Chun Xun Zhu, Air Cargo Management Introduction - Aviation Logistics, Management Series (Chinese Edition), 2006, 4/e, Southeast University Press	
2.	Hampton Simon Taylor, Air transport logistics, 2000, 3/e, CRC Press	
3.	Michael Sales - Air Cargo Management: Air Freight and the Global Supply Chain – Second Edition – Routledge Publishers	
4.	R Thangamani, Air Cargo Management –ISBN, 978-93-82482-15-7, Publisher, Bhavatharani Publications, 2021, Book Format, Paperback, Language, English	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		03 June 2023

Course Code	SUPPLY CHAIN RISK MANAGEMENT	L	T	P	C
23MS3017		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Provide insight on Supply Chain Risk involved					
2. Offer inputs on valuable perspectives on supply chain vulnerabilities. With emphasis on data, models and modeling systems the students can analyze supply chain planning problems.					
3. Offer the basic knowledge of planning to get rid of supply chain risk					
Course Outcomes:					
The student will be able to:					
1. Examine the basics of SCM and the risks involved in it.					
2. Identify the application of Information Technology in Supply Chain.					
3. Discover the fundamentals of optimization models in SCM					
4. Analyze the management of Supply Chain Risk					
5. Evaluate the SCM Risks in the business process					
6. Plan a best model for a SCM with less risk or no risk					
Module: 1	Supply Chain Management	10 Hours			
Supply Chain Management - Integrated Planning and Models - Supply Chain Models & modeling Systems - Supply Chain Decision Databases – Data Aggressions, Facility Data, Transportation Network data, Supplier Data – Integrating Supply Chain & Demand Management, Price & location Sensitive Revenue Curves					
Module: 2	Information Technology in Supply Chain	10 Hours			
Developing in Enterprise Resource Planning System and E-Commerce – Comparison of Transactional IT and Analytical IT – Hierarchy of Supply Chain Systems					
Module: 3	Fundamentals of Optimization Models	10 Hours			
Fundamentals of Optimization Models – Linear programming Modelling – Resource Allocation Model, Infeasible & Unbounded Models, Multiperiod Resource Allocation Model, Network Models - Properties of Linear Programming Models, Dual Linear Programming Model, Parametric 7 Sensitivity Analysis., Spread sheet and Multiple Objective, unified Optimization, Stochastic Programming. Mixed Integer Programming Modelling, Distribution Centre Location Models, Supply Chain Network Optimization Models, Optimization Software.					
Module: 4	SC Risk and Management	10 Hours			
Risk and Management - Risk in the Supply Chain, Features of Risk, Decisions & Risk, Structure of Decisions, Decisions with uncertainty, Risk, ignorance, Managing Risk Structure of a Supply Chain, Increasing Risk, Trends in Supply Chain Management. Integration of supply Chains, Cost Reduction, Agilelogistics, E – Business, Globalization, Outsourcing, Changing practices in Logistics. Approaches to Risk Management					
Module: 5	Identifying SC Risks	10 Hours			
Types of Risks, Tools for analyzing past events, Operations, Problems with Risk Identification, Measuring Risk, Consequences of Risk, Responding to Risk – Alternative responses, Defining Options, Choosing the best response, Implementation & Activation, A Network view of Risk – Shared Risks, Achieving an					

Integrated approach, Analyzing& responding to risks.		
Module: 6	Key impact of Industry 4.0 on Supply Chain Risks	10 Hours
Smart Supply Chain Integrity in data integration –Hacking –Human Machine Interactions (HMI) –Human Robot Interactions (HRI) – Cyber Physical Systems (CPS)		
Total Lectures		60 Hours
Reference Books		
1.	Gregory L. Schlegel, Robert J. Trent Supply Chain Risk Management: An Emerging Discipline (Resource Management) Hardcover – Import, 3 Nov2014.	
2.	Donald Waters – Supply Chain Risk Management, Published by the Chartered Institute of Logistics Transport, UK	
3.	Jeremy F. Shapiro, Modelling the Supply Chain, Duxbury Publications.	
4.	Stephen Pryke (2019), Successful Construction Supply Chain Management: Concepts and Case Studies (2e), Wiley-Blackwell;	
5.	Konstantin Kogan, Charles S. Tapiero (2007), Supply Chain Games: Operations Management and Risk Valuation (International Series in Operations Research & Management Science), Springer	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		03 June 2023

Course Code	LOGISTICS MANAGEMENT	L	T	P	C
23MS3018		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Relate the concepts of logistics Management in decision making					
2. Give an insight about the logistics market and their operations					
3. Provide an overview of the Logistics System.					
Course Outcomes:					
The student will be able to:					
1. Relate the evolution and concepts behind logistics management practice					
2. Apply the Logistics theory, Supply chain relationship in day to day management.					
3. Apply suitable decision-making model in different types of types of Logistics operation.					
4. Analyze the problems in Transportation, Warehousing and Materials and Inventory Management.					
5. Evaluate the Logistics decisions and design aspects of Logistics.					
6. Anticipate the key impacts of Industry 4.0 in Transportation, ICT and IoT.					
Module: 1	Basics of Logistics	10 Hours			
Introduction to Logistics – Definitions of Logistics – terms or jargons used in logistics industry –Role of logistics in local business – Role of logistics in international business – Merits and demerits of logistics – 7Rs of Logistics – 5 Ps of Logistics					
Module: 2	Logistics Theories	10 Hours			
Concepts and Theories related to Logistics - Integrated logistics: Logistics evolution, logistics operations integration, Supply Chain relationships, logistics system design					
Module: 3	Logistics Operation	10 Hours			
Types of Logistics: 3 PL – 4 PL – 5 PL solution – Problems related to 3PL, 4PL and 5 PL. Logistics positioning, Logistics Integration theory.					
Module: 4		10 Hours			
Elements of Logistics					
Transportation –Warehousing - Packaging & Unitization – Inventory – ABC Analysis, Material Handling - Information and Control					
Module: 5	Logistics Decisions	10 Hours			
Transportation design, Logistics strategy - Logistics planning triangle, logistics functional strategies and					

applications, purchasing decisions, storage decisions, inventory decisions and location decisions, logistics planning and design.		
Module: 6	Key Impacts of Industry 4.0 on Logistics	10 Hours
Information and Communication Technology (ICT) –Industry Internet of Things (IoT) – digitalization – Transparency – Automation – Modularization – Transportation and Distribution		
Total Lectures		60 Hours
Reference Books		
1.	Sudalai Muthu, S. Anthony Raj: Logistics management for International Business: Text and cases. New Delhi: Prentice Hall India.	
2.	V.V. Sople (2015), Logistics Management, New Delhi: Pearson Limited.	
3.	Khalid Zidan, Supply Chain Management: Fundamentals, Strategy, Analytics & Planning for Supply Chain and Logistics Management (Logistics, Supply Chain Management, Procurement), Createspace Independent Pub, 2016	
4.	Lemay Stephen, Bloomberg, David J Hanna Joe (2002), Logistics, New Delhi: Prentice Hall.	
5.	Singh P Rakesh Ailawadi, Satish C (2012), Logistics Management (2 nd ed.), New Delhi: Prentice Hall India.	
Recommended by Board of Studies	04.05.2023	
Approved by Academic Council	03 June 2023	

Course Code	WAREHOUSING AND DISTRIBUTION MANAGEMENT	L	T	P	C
23MS3019		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Provide an understanding of the basic concepts pertaining to warehousing operations and the supplychain; 2. Give an insight about the procedural set-up of warehousing; and 3. Offer an overview of managing warehouse efficiency.					
Course Outcomes:					
The student will be able to:					
1. Appreciate the role of the warehouse and warehouse manager in today’s supply chain 2. Relate the various warehouse processes, strategies, and methods in decision making 3. Examine the warehousing operations and supply chain management. 4. Analyze the key elements supply chain design and distribution network. 5. Evaluate the choice of sourcing, outsourcing, Demand Management and customer service. 6. Create the key impacts of Industry 4.0 in Warehousing and distribution management.					
Module: 1	Basics of Warehousing	10 Hours			
Introduction to Warehousing – Definitions of Warehouse –Need for warehousing - Types of Warehouses –Requirements for a warehouse – Characteristics of an ideal warehouse – Functions of a warehouse – Advantages of Warehouse – Warehouse Performance Measures					
Module: 2	Material Flow and Activity Profiling	10 Hours			
Warehouse Layout and Design - Introduction to Material Flow – The fluid model of product flow –Units of handling – Two fundamental resources approach – Dedicated Storage and Shared Storage – Activity Profiling					
Module: 3	Warehousing Operations and Supply Chain Management	10 Hours			
Introduction to Warehouse Operations – Introduction to Supply Chain Management – Objectives of SCM – Importance of SCM – Activities of SCM – Decision Phases in SCM – Process View of Supply Chain – Supply Chain Strategies and Drivers – Barriers to SCM.					
Module: 4	Design of Supply Chain and Planning Transportation Networks	10 Hours			
Introduction and role of distribution Network – Factors influencing distribution network design – design options for a distribution network – E-business and its impacts					

Module: 5	Sourcing, Pricing, Demand Management and Customer Service	10 Hours
Introduction to Sourcing, In-house and Outsource – Sourcing Planning and Analysis – Pricing and Revenue Management for multiple customers – Perishable products and seasonal demands – Demand Forecasting – Cost of Stockouts.		
Module: 6	Key Impacts of Industry 4.0 on Warehousing	10 Hours
The Internet of Things (IoT) – Voice Picking – Vision Picking – Warehouse Management System (WMS) - Semi-Autonomous Machines - Radio Frequencies Identification (RFID).		
Total Lectures		60 Hours
Reference Books		
1.	Gwynne Richards (2014), Warehouse Management: A complete guide to improving efficiency and minimizing costs in the modern warehouse, Kogan Page Publications, 1 st Edition, 2014	
2.	Keller B (2013), Specifications of the definitive guide to warehousing: Managing the store and handling of materials and products in the Supply Chain, New Delhi: Pearson Education (Singapore) PTE. Ltd.,	
3.	Meir Liraz (2017), Guide to Effective Retail Merchandise Management (1 st ed.), Create Space Publication, 2017	
4.	Chopra and Kalra (2016), Supply Chain Management (6e), Pearson Education (India).	
5.	Bowersox (2018), Supply Chain Logistics Management (4e), McGraw Hill	
Recommended by Board of Studies	04.05.2023	
Approved by Academic Council	03 June 2023	

Course Code	FREIGHT OPERATIONS MANAGEMENT	L	T	P	C
23MS3020		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Illustrate the elements of freight management and their applications;					
2. Demonstrate a broader view on the fundamentals of transportation component in Logistics management;and					
3. Appraise the regulatory framework of transportation.					
Course Outcomes:					
The student will be able to:					
1. Describe the essentials of freight management in cost efficiency.					
2. Explain the management in the decision-making process to manage their cargo movement.					
3. Examine the international logistics / freight procedures &documentation					
4. Analyze Tools and Techniques in freight operations					
5. Evaluate route planning and sustainable transport system.					
6. Create the key impacts on Industrial 4.0 on information transparency and ICT in freight operations					
Module: 1	Module 1: Operations in Transport Management				10 Hours
Introduction to transportation -The transport field – key drivers of change in Transport Management –Operations Management processes in Transportation – Challenges faced in Freight Transport Operations					
Module: 2	Management Principles in Freight Operations				10 Hours
Six Sigma Principles and its advantages – ISO 9000 – 8 Principles of ISO 9000 – Advantages of ISO –Kaizen 5S principles – Ergonomics					
Module: 3	Role of Transport Operations in Logistics				10 Hours
Role of Transport – Logistics Operations – inbound & outbound – The Operating plan – Functions of Freight Transport Operations – Transportation Planning – Route Planning and Scheduling – Risk Management Plan – Multimodal Transport – Mode Selection Criteria					
Module: 4	Practical Methodologies, Tools and Techniques in Freight Operations				10 Hours

Basic tools for Quality Management – Iterative Design –Meta Analysis Tools – System Analysis Tools –Time and Motion Study – Measuring Efficiency and effectiveness		
Module: 5	Transport Management Systems (TMS) and Sustainable Transportation	10 Hours
TMS Definition –Fleet Management – Operating Maintenance Strategy Table – GPS – Functionalities ofTMS – TMS Framework for planning – Route Planning – Conceptual framework of Sustainable Transportation – Green Fleet Management		
Module: 6	Key impacts of Industry 4.0 on Freight Operations	10 Hours
Information Revolution –Interoperability – Information Transparency – Decentralized decision making – Products – Machines – Objects and Information Communication Technology		
Total Lectures		60 Hours
Reference Books		
1.	Capt. G. Ramesh Khare (2019), Management & Operation Of Container Terminals & Multi-Modal Transport Logistics, Sterling Book House	
2.	Pratibha Deshmukh (2010), Urban Transport Planning & Management, SBS Publishers	
3.	Michel Savy, June Burnham (2011), Freight Transport and the Modern Economy, Routledge Chapman and Hall	
4.	Tolga Bektas (2019), Freight Transport and Distribution: Concepts and Optimisation Models , CRC Press, 1st Edition	
5.	Nagabhushana Rao S (2017), Transportation Management, New Delhi: Nidhi Book Centre.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		03 June 2023

Course Code	INTERNATIONAL LOGISTICS AND DOCUMENTATION	L	T	P	C
23MS3021		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Explore the crux of international logistics;					
2. Showcase the nitty-gritty of modes of international transportation; and					
3. Present the various risks involved in all modes of transportation.					
Course Outcomes:					
The student will be able to:					
1. Remember the basic inputs of international logistics.					
2. Explain the feasibility of decisions in relation to the selection of modes of transportation, and					
3. Administer the issues related to fixing the precise INCOTERMS for the consignment.					
4. Analyze the process of decision-making and problem solving, specifically with regard to how worldenvironments shape the conduct of international business.					
5. Evaluate the EDI and AI uses in Export and Import Documentation.					
6. Anticipate the impact of Industry 4.0 on International Logistics					
Module: 1	Basics of International Logistics				10 Hours
Definition, Concept, and importance – Modes of International Transportation – Logistics sub systems – Modal Characteristics – International Logistics Intermediaries – Transport Cost Characteristics.					
Module: 2	Warehousing and Material Handling				10 Hours
Introduction to warehousing and Material Handling – Evolution – importance and benefits – Operating Principles – Managing Warehouse Resources – Material Handling Equipment - Automated Material Handling – Order Selection Systems – Information Directed System.					
Module: 3	Containerization and Chartering				10 Hours
Genesis of Containerisation – Classification of Containers – Benefits and Constraints – Inland Container Depot (ICD) and Container Freight Station (CFS) – Container Corporation of India (CONCOR) – Chartering – Charter Party – Arbitration related to Charter party – Containers for Air cargo					
Module: 4	Inventory Management and Packaging				10 Hours

Introduction to Inventory Management – Characteristics – Functionalities – components – Packaging and Packing – Functions – Designs – Kinds of Packaging – Packing for Transportation – Markings on packing - Types of Markings – Features of Markings		
Module: 5	Documentation	10 Hours
Terms of Sales – INCO Terms – Documents used in International Business – Electronic Data Interchange (EDI) – Artificial Intelligence and Expert Systems in Export Import Documentation		
Module: 6	Module 6: Key Impact of Industry 4.0 on International Logistics	10 Hours
Electronic Data Interchange (EDI) – Geographic Positioning System (GPS) – Enterprise Resource Planning (ERP) – Distribution Requirement Planning (DRP) – Radio Frequency Identification (RFID) –Voice Recognition Technology (VRT) – Automated Guided Vehicle System (AGVS) – Automated Inventory Tracking System (AITS).		
Total Lectures		60 Hours
Reference Books		
1.	Ram Singh (2015), International Trade Logistics, Oxford University Press	
2.	S.Sudalaimuthu and S. Anthony Raj (2015), Logistics Management for International Business: Text and Cases (2 nd Revised Ed), New Delhi: Prentice Hall India Limited.	
3.	Ganapathy and Nandhi (2015), Logistics Management, Oxford University Press	
4.	Pierre A. David and Richard D Stewart (2010), International Logistics: Management of International Operations (3 rd Edition), Cengage Learning Custom Publishing.	
5.	Branch A E (2008), Global Supply Chain Management and International Logistics (1 st Edition), New Delhi: ANE Books	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		03 June 2023

Course Code	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
23MS3022		3	1	0	4
Course Objectives:					
Enable the student to:					
1. Apply the concepts and principles governing Innovation and Entrepreneurial Development					
2. Analyzing the strategies of New Venture and Business Plan.					
3. Venture into Start-up Companies.					
Course Outcomes:					
The student will be able to:					
1. Apply Concepts and Principles governing Entrepreneurship in business arena					
2. Enumerate the Theories of Entrepreneurial Motivation					
3. Demonstrate the process of developing new Products and Services					
4. Examine the development of New Venture and its Challenges					
5. Implement the Business Plan for a Start-up Company					
6. Appraise and avail support rendered by the Government and other Appropriate Agencies					
Module: 1	Entrepreneurship Concepts	12 Hours			
Introduction - Evolution of Entrepreneurship – Concept of Entrepreneurs - Entrepreneurship and Enterprise – Growth of Entrepreneurship – Characteristics and Classification of Entrepreneurs – Intrapreneurs; Entrepreneurial Culture; Entrepreneurial Society; Rural Entrepreneurship; Women Entrepreneurs – Problems and Challenges; Competency requirement for Entrepreneurs.					
Module: 2	Entrepreneurial Motivation and Creativity	8 Hours			
Motivation – Maslow’s Theory – Herzberg's Theory – McGregor’s Theory - McClelland’s Need-Achievement Theory; Culture and Society; Values and Ethics; Risk Taking Behavior; Creativity – Steps – Innovation – Inventions – Skills of an Entrepreneur – Decision Making and Problem Solving.					
Module: 3	New Venture Development	12 Hours			

Identifying Opportunities- Environment Scanning – Generation of New Ideas for Products and Services; Feasibility Analysis - Technical Feasibility of Products and Services - Marketing Feasibility – Marketing Methods – Pricing Policy and Distribution Channels; Financing the new venture; Launching the new venture; Managing growth in new venture; Harvesting rewards		
Module: 4	Business Plan Preparation	12 Hours
Business Plan – Business Opportunity Identification – Preparing a Business Plan – Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation.		
Module: 5	Organization Assistance and Government Support for Entrepreneurship	8 Hours
Organization Assistance – Assistance to an Entrepreneur – Industrial Park – Special Economic Zone – Project Assistance by different Agencies; Government Support - Start-up India – Make in India – Atal Innovation Mission (AIM) – Support to Training and Employment Programmed (STEP) – Jan Dhan – Aadhaar – Mobile (JAM)		
Module: 6	Trade Related Entrepreneurship Assistance and Development	8 Hours
Digital India – Trade Related Entrepreneurship Assistance and Development (TREAD) –Pradhan Mantri Kausalya Vikas Yojana (PMKVY) - National Skill Development Mission (NSDM).		
Reference Books		
1.	Prasana Chandra, 2019, Projects: Planning, Analysis, Selection, Financing, Implementation and Review, 9 th Edition, McGraw-Hill Publishing Company.	
2.	Steve Mariotti and Caroline Glackin, 2018, "Entrepreneurship and Small Business Management", 3rd Edition, Pearson.	
3.	Donald F. Kuratko, Richard M. Hodgetts, and Jeffrey G. Covin 2017, "Entrepreneurship: Theory, Process, and Practice" 10th Edition Cengage Learning.	
4.	Bruce R. Barringer and R. Duane Ireland, 2017, "Entrepreneurship: Successfully Launching New Ventures", 5th Edition, Pearson.	
5.	Jeffrey A. Timmons, Stephen Spinelli, and Rob Adams, 2017, "New Venture Creation: Entrepreneurship for the 21st Century", 10th Edition, McGraw-Hill Education.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	ADVANCED PROGRAM IN ENTREPRENEURSHIP AND GROWTH	L	T	P	C
23MS3023		3	1	0	4
Course Objectives:					
Enable the student to:					
1. Relate the growth and challenges of entrepreneurship in new venture. 2. Identify ways of growth through new products and new markets. 3. Apply a growth mind-set and continue refining the business model.					
Course Outcomes:					
The student will be able to:					
1. Identify and critically evaluate entrepreneurial growth opportunities in various industries and markets. 2. Foster an innovative mindset and the ability to adapt to changing market conditions and emerging technologies. 3. Apply skills to develop effective marketing and sales strategies, including digital marketing, branding, and customer acquisition. 4. Enhance students' communication skills, including pitching ideas, presenting to investors, and negotiating deals. 5. Assess exit strategies such as IPOs, acquisitions, or franchising and how to plan for a successful exit. 6. Analyse financial statements, and make informed financial decisions to support entrepreneurial growth.					

Module: 1	Growth Opportunities	8 Hours
Characteristics of high growth new ventures, strategies for growth, and building the new venture capital, discovering and assessing opportunities for growth, developing a growth mind-set and visioning for growth, review the robustness and relevance of business model vis-à-vis current market situation, map financing decisions to business models and reiterating business models.		
Module: 2	Retention & Expansion Strategies	10 Hours
Dealing with stagnation of customer base and developing customer base: expansion to new markets – options and strategies, product Life Cycle – Product Road Map; Getting to Plan B, project to Process: Build, adapt, test, and establish key processes and systems that enable efficiency, continuous and sustained innovation.		
Module: 3	Project Management & Resource Mobilization	8 Hours
Technical, Financial, Marketing, Personnel and Management Feasibility- Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs-Venture Capital Funding – raising funds (including Angel investor)		
Module: 4	Developing the organizational capabilities for growth	10 Hours
Develop strong leadership capabilities, ability to delegate and manage key leadership tasks. o Streamline operations and organizational design to accommodate growth, Implement new and effective approaches to marketing and communication for customers, suppliers, and employees, Acquire new resources for strategic growth: executive hires.		
Module: 5	Planning and streamlining financial/ Legal processes	12 Hours
Managing cash for growth, Balance between profitability and growth costs, Role of business services – accountant, lawyer, understanding legal requirements, and compliance issues, Importance of getting professional help (legal and accounting), Importance of being compliant and keeping proper documentation, Patents and Intellectual property, Trademarks, the importance of a Mentor and how to find one, Role of business advisors and experts for specific targets in your growth plan and evaluation.		
Module: 6	Money Optimization	12 Hours
Stabilizing key revenue streams, developing additional revenue streams (licensing, franchising), Exploring new channels and partnerships, understanding why customers buy and how buying decisions are made; Listening skills, sales planning, setting targets, Unique Sales Proposition (USP); Art of the sales pitch (focus on customer's needs, not on product features), Follow-up and closing a sale. Advanced concepts of costing, financial modeling of your venture's growth, Analyzing competitor and peer's financial models		
Reference Books		
1	Kuratko, Donald F.; Hodgetts, Richard M.; Kuratko, Cheryl M., 2023, Entrepreneurship: Theory, Process, Practice, 14 th edition, Cengage Learning.	
2	Van de Ven, Andrew H.; Garud, Raghu; Schildt, Harold; Snihur, Yuri, 2018, The Innovation Journey: Process, Principles, and Practice, 3 rd edition Oxford University Press.	
3	Davidsson, Per; Delmar, Frédéric; Wiklund, Johan, 2018, Entrepreneurship and the Growth of Firms, 4 th edition, Routledge.	
4.	Peter Thiel with Blake Masters, 2014, "Zero to One: Notes on Startups, or How to Build the Future" 3 rd edition, Crown Business.	
5	Alexander Osterwalder and Yves Pigneur, 2010, "Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers" 5 th edition, John Wiley & Sons.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	ENTREPRENEURIAL ANALYTICS	L	T	P	C
23MS3024		3	1	0	4
Course Objectives:					
Enable the student to:					

1. Apply business metrics and strategic consulting to assess and optimize decision-making processes. 2. Analyze the role of big data analytics in industry classification and employ classification algorithms for enhanced industry analytics. 3. Evaluate financial aspects, including startup financing options and legal considerations, to determine feasibility and provide top-N investment recommendations.		
Course Outcomes:		
The student will be able to: 1. Apply business metrics to assess performance and make data-driven decisions. 2. Provide strategic business consulting services to optimize organizational strategies. 3. Employ industry classification techniques and classification algorithms for effective industry analytics. 4. Utilize big data analytics to inform decision-making processes and enhance data-related insights. 5. Evaluate financial aspects for startups, including debt financing, bootstrapping, and capital requirements, within the legal framework. 6. Determine feasibility and offer top-N investment recommendations for startup ventures, integrating analytical insights.		
Module: 1	Introducing Business Metrics	12 Hours
Business metrics – Distinguishing Revenue, Profitability, and Risk Metrics – Distinguishing Traditional and Dynamic Metrics - Egger’s Roast Coffee Case Study Part 1 - How a Profitable, Growing Company can go Bankrupt – Revenue Metrics – Traditional Enterprise Sales Funnel – Revenue Metrics - Amazon.com as a Leading Example of Use of Dynamic Metrics - Profitability/ Efficiency Metrics: Inventory Management - Profitability/ Efficiency Metrics: Hotel Room Occupancy Optimization –Risk Metrics: Leverage and Reputational Risk		
Module: 2	Role of Big Data Analytics in Decision Making	12 Hours
The Business Analyst - collecting opinion from renowned Business Analysts – Distinguishing the Business Data Analyst and Business Analyst Roles - An Interview with Business Data Analyst Tiffany Yu-Overview of five Types of Companies as They Relate to Big Data-Traditional Strategic Business Consulting – Bricks – and –Mortar Companies Barnes and Noble Case Study-Strategic Business Consulting - Focus on Software/IT Systems Integration-Hardware and Software Companies-Digital Companies		
Module: 3	Industry Analytics	8 Hours
Private company classification - Industry Classification - Existing classification schemes - Supervised learning using existing classification schemes - Data Sets - Textual pre-processing - Dimensionality Reduction – Supervised Learning – Classification algorithms – Multi label Classification - Experiments		
Module: 4	Financial Issues for Start Ups	10 Hours
Feasibility Analysis - The cost and process of raising capital – Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding - strategic alliances. Estimating private company performance – Preliminary Experiments – Existing and Novel industry Classifications - Experiments: Experimental Settings – Experimental Measures – Experimental Results		
Module: 5	Startup Capital Requirements and Legal Environment	10 Hours
Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment - Approval for New Ventures Taxes or duties payable for new ventures.		
Module: 6	Top-N Investment Opportunity Recommendation	8 Hours
Recommender systems - Specialization by industry - Top-N Recommendation – Datasets - Neighborhood methods – Latent factor models – Experiments – Experimental Settings – Evaluation Measures – Experimental Results – User – Item Interaction analysis.		
Reference Books		

1.	Tanushri Banerjee; Arindam Banerjee, 2023, Business Analytics: Text and Cases 1 st edition, SAGE Publications.	
2.	U. Dinesh Kumar, 2022, Business Analytics: The Science of Data-Driven Decision Making, 3 rd edition, Pearson Education.	
3.	Foster Provost; Tom Fawcett, 2019, Data Science for Business: What You Need to Know to Get Started, 3 rd edition, MIT Press.	
4.	Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur’s Road Map, 2e, Routledge, 2017	
5.	Alexander Osterwalder and Yves Pigneur, 2010, "Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers" 5 th edition, John Wiley & Sons.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	PRODUCT DEVELOPMENT AND ENTREPRENEURSHIP	L	T	P	C
23MS3025		3	1	0	4
Course Objectives:					
Enable the student to:					
1. Utilize customer need models and product design principles to formulate innovative product plans that address market demands. 2. Develop products that efficiently fulfill customer needs using function analysis and product design techniques. 3. Evaluate project management strategies and resource mobilization options, considering financial institution schemes, for effective venture development.					
Course Outcomes:					
The student will be able to:					
1. Apply customer-centric product planning and design principles, incorporating customer need models and product aesthetics. 2. Utilize function analysis to configure and design products for optimal functionality and employ effective project management techniques. 3. Mobilize resources and assess feasibility, accessing financial schemes to support entrepreneurial ventures. 4. Develop comprehensive functional plans, including marketing strategies and research, to launch successful new ventures. 5. Engage with entrepreneurship development agencies, such as District Industries Centers and Small Industries Service Institutes, for guidance and support. 6. Synthesize knowledge to drive entrepreneurial success for strategic analysis and implementation.					
Module: 1	Product Planning and Customer Need	12 Hours			
Identifying Opportunities, Evaluate and Prioritize, Allocate resources and scheduling tools. Identifying customer need: Types of customer needs, Customer need models. Gathering Customer needs: Need Gathering Methods, Conducting Interviews: Like Dislike Method, Articulated - Use Method, Product feel and Industrial Design. Organizing and Prioritizing Needs: Grouping Interpreted needs, Affinity Diagram, determining need Importance, Customer use patterns, Customers need Documentation.					
Module: 2	Product Configuration and Design for Function	12 Hours			
Design for function techniques, Function analysis, and function family tree. Design Evaluation: Design for manufacturing methodology, Design for assembly methodology, Additional Assembly evaluation methods. Product evaluation: Product design for disassembly, Evaluation of Product for disassembly aspects in products, Design for Product maintenance. Product specifications.					
Module: 3	Project Management and Resource Mobilization	8 Hours			
Technical, Financial, Marketing, Personnel and Management Feasibility- Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs-Venture Capital Funding – raising funds (including Angel investor)					

Module: 4	Functional Plans	8 Hours
Marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan: form of ownership, designing organization structure, job design, manpower planning; Financial plan: cash budget, working capital, Performa income statement, Performa cash flow, Performa balance sheet, break even analysis.		
Module: 5	Role of Agencies in the Entrepreneurship Development	12 Hours
District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Carry on Business (COB) license - MSME Act Small Scale Industries-National Small Industries Corporation (NSIC) - Quality Standards with special reference to ISO. Directorate General of Supplies and Disposals (DGSD) – Registration with DGSD - Registration Categories - Registration Procedure.		
Module: 6	Product Architecture and Virtual Product Prototyping	8 Hours
Product Architectures type, Product Modularity and types, Modular design and methods. Advance functional methods: Function dependency, Module heuristics and application. Introduction to virtual reality, Design using virtual prototyping, Application of digital tools, Introduction to Additive manufacturing.		
Reference Books		
1.	C. Merle Crawford and C. Anthony Di Benedetto, 2017, New Products Management", 11 th edition, McGraw-Hill Education.	
2.	Donald F Kuratko, Jeffrey S. Hornsby, 2017, New Venture Management: The Entrepreneur's Road Map, 2 nd edition, Routledge.	
3.	Hodgetts, and Jeffrey G. Covin, 2016 "Entrepreneurship: Theory, Process, and Practice", 10 th edition, Cengage Learning.	
4.	Karl T. Ulrich and Steven D. Eppinger, 2011, "Product Design and Development" 5 th edition, McGraw-Hill Education	
5.	Robert G. Cooper, 2011, "Winning at New Products: Accelerating the Process from Idea to Launch" 4 th edition, Basic Books.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	TRANSLATING BUSINESS MODEL INTO STARTUP	L	T	P	C
23MS3026		3	1	0	4
Course Objectives:					
Enable the student to:					
1. Evaluate the significance of business models in startups and differentiate between various types of business models. 2. Apply ideation techniques and identify market opportunities for innovative startup concepts. 3. Create comprehensive business plans, strategies, and operational efficiencies to guide successful startup execution and growth.					
Course Outcomes:					
The student will be able to:					
1. Assess the significance of business models in the startup ecosystem and differentiate between various types. 2. Utilize ideation techniques to create innovative startup ideas and identify market opportunities. 3. Develop comprehensive business plans and strategic roadmaps for startups' successful launch and growth. 4. Execute startup operations efficiently, ensuring operational excellence and resource utilization. 5. Devise and execute marketing strategies, employing various customer acquisition channels to attract and retain customers. 6. Design scaling strategies and long-term growth plans, fostering innovation and sustainability in					

the startup journey.		
Module: 1	Understanding Business Models	10 Hours
Introduction to Business Models: Explore the concept and significance of business models in the startup ecosystem. Types of Business Models: Analyze various business model archetypes and their applications. Components of a Business Model: Identify and dissect the key elements that constitute a successful business model.		
Module: 2	Ideation and Opportunity Assessment	8 Hours
Ideation Techniques: Generate innovative startup ideas by employing ideation methodologies. Identifying Market Opportunities: Learn how to recognize market gaps and opportunities for your startup. Market Research and Validation: Conduct market research and validate your startup ideas through customer feedback and data analysis.		
Module: 3	Business Planning and Strategy	8 Hours
Business Planning Essentials: Develop a comprehensive business plan outlining your startup's vision, mission, and objectives. Strategy Development for Startups: Create a strategic roadmap for your startup's growth and sustainability. Funding and Resource Allocation: Explore various funding options and select the most suitable financing strategies for your startup.		
Module: 4	Startup Execution and Operations	12 Hours
Launching a Startup: Implement startup operations efficiently, considering resource allocation and management. Operational Efficiency: Develop processes and systems for efficient startup operations. Minimum Viable Product (MVP) Development: Build an MVP or prototype to test your product or service in the market.		
Module: 5	Marketing and Customer Acquisition	12 Hours
Startup Marketing Strategies: Formulate marketing strategies to reach your target audience and create brand awareness. Customer Acquisition Channels: Explore various customer acquisition channels and tactics. Marketing Campaigns and Customer Retention: Execute marketing campaigns to attract and retain customers for your startup.		
Module: 6	Scaling and Sustainability	10 Hours
Strategies for Scaling: Explore strategies to scale your startup's operations and expand its market presence. Sustainability and Adaptation: Assess your startup's sustainability and adaptability in a competitive landscape. Long-term Growth and Innovation Planning: Develop plans for long-term growth and innovation to ensure your startup's continued success.		
Reference Books		
1.	Steve Mariotti and Caroline Glackin, 2018, Entrepreneurship and Small Business Management, 3rd Edition, Pearson.	
2.	Bruce R. Barringer and R. Duane Ireland, 2017, Entrepreneurship: Successfully Launching New Ventures, 5th Edition, Pearson.	
3.	Donald F Kuratko, Jeffrey S. Hornsby, 2017, New Venture Management: The Entrepreneur's Road Map, 2edition, Routledge.	
4.	Robin Wiman, 2015, Small Business: The Quick Startup Guide: Starting a Business (How to Step-By-Step Create Your Small Business on a Shoestring Budget) 1 st Kindle Edition.	
5.	Alexander Osterwalder and Yves Pigneur, 2010, Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers 5 th edition, John Wiley & Sons.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	SOCIAL ENTREPRENEURSHIP	L	T	P	C
23MS3027		3	1	0	4
Course Objectives:					

Enable the student to: 1. Apply strategies for assessing and appraising the social and environmental outcomes achieved by a social enterprise. 2. Understand the global context of social entrepreneurship and learn from international case studies. 3. Implement sustainable practices within the social enterprise's operations and supply chain.		
Course Outcomes:		
The student will be able to: 1. Conducts needs assessments and identify opportunities for innovative solutions to address social and environmental problems. 2. Apply strategies for scaling a social enterprise's impact while maintaining mission integrity. 3. Make ethical and responsible decisions in the face of complex social and environmental challenges. 4. Cultivate leadership skills and build effective, mission-driven teams within a social enterprise. 5. Apply marketing and branding strategies tailored to social enterprises to effectively communicate their mission and impact. 6. Identify and pursue diverse funding sources for social enterprises, including grants, impact investing, donations, and earned income streams.		
Module: 1	Introduction to Social Entrepreneurship	12 Hours
Understanding Social Entrepreneurship: Definitions, concepts, and historical context. Significance of Social Entrepreneurship: Addressing societal challenges through innovative ventures. Key Principles: Exploring the guiding principles and values of social entrepreneurship. Case Studies: Analyzing successful social entrepreneurship initiatives from various sectors.		
Module: 2	Identifying Social Issues and Market Opportunities	12 Hours
Identifying Social Challenges: Analyzing pressing societal problems and unmet needs. Market-Based Solutions: Leveraging market-driven approaches to create social impact. Opportunity Recognition: Identifying opportunities for social innovation and entrepreneurship. Ideation and Problem-Solving: Techniques for generating and refining social enterprise ideas.		
Module: 3	Social Enterprise Models and Legal Structures	8 Hours
Social Enterprise Models: Exploring different organizational models, including nonprofits, hybrids, and for-profits. Legal and Regulatory Considerations: Understanding legal structures and compliance requirements. Governance and Leadership: Developing effective governance structures and leadership models. Funding and Resource Mobilization: Strategies for financial sustainability and resource acquisition.		
Module: 4	Business Planning and Strategy for Social Enterprises	12 Hours
Mission and Vision Development: Defining the social mission and long-term vision of a social enterprise. Social Business Planning: Creating comprehensive business plans tailored for social impact. Marketing and Outreach Strategies: Developing marketing plans to reach target beneficiaries and stakeholders. Financial Projections and Budgeting: Budgeting and financial planning to ensure sustainability.		
Module: 5	Social Innovation and Impact Measurement	8 Hours
Social Innovation Strategies: Approaches for fostering innovation in the social sector. Impact Assessment: Tools and methodologies for measuring and evaluating social impact. Scaling for Greater Impact: Strategies to expand the reach and influence of social ventures. Ethical Considerations: Addressing ethical challenges and dilemmas in social entrepreneurship.		
Module: 6	Sustainability and Scaling for Social Impact	8 Hours
Sustainability Strategies: Ensuring the long-term viability and resilience of social enterprises. Scaling for Social Impact: Strategies for growing and replicating successful social ventures. Collaboration and		

Partnerships: Building strategic alliances and partnerships to amplify impact. Case Studies of Successful Social Enterprises: In-depth analysis of exemplary social entrepreneurship initiatives from around the world.	
Reference Books	
1.	Stephanie E. Raible, 2022, "Social Entrepreneurship: A Practice-Based Approach to Social Innovation", 3 rd Edition, SAGE Publications.
2.	Thomas S. Lyons, 2022, "Understanding Social Entrepreneurship: The Relentless Pursuit of Mission in an Ever-Changing World", 3 rd Edition, Routledge.
3.	Arthur C. Brooks, 2022, "Social Entrepreneurship: A Modern Approach to Social Value Creation", 3 rd Edition, Pearson Education.
4.	Teresa Chahine, 2021, "Introduction to Social Entrepreneurship", 4 th Edition, SAGE Publications.
5.	Constant D. Beugré, 2021, "Social Entrepreneurship: Managing the Creation of Social Value" 3 rd Edition, Routledge.
Recommended by Board of Studies	
04.05.2023	
Approved by Academic Council	
25 Aug 2023	

Course Code	SOCIAL MEDIA ANALYTICS	L	T	P	C
23MS3028		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Evaluate social media platforms and their data to assess their role in the context of social media analytics.					
2. Implement statistical models, regression analysis, and machine learning algorithms for extracting insights from social media data.					
3. Examine ethical considerations and the societal impact of social media analytics, emphasizing responsible data handling and privacy protection.					
Course Outcomes:					
The student will be able to:					
1. Evaluate social media platforms and their data for decision-making.					
2. Implement media analytics concepts, data collection, and preprocessing techniques.					
3. Develop effective data cleaning, exploration, and visualization strategies.					
4. Apply statistical models, regression analysis, and time series analysis in social media analytics.					
5. Employ machine learning algorithms to optimize data analysis.					
6. Assess ethical considerations and societal impacts in social media analytics, fostering responsible practices and privacy protection.					
Module: 1	Introduction to Social Media Analytics				12 Hours
Overview of the course and its objectives -Introduction to social media platforms and their data-Basic concepts of social media analytics-Types and Properties of Social Networks					
Module: 2	Social Media Data Collection and Preprocessing				12 Hours
Types of social media data and their sources -Data cleaning and preprocessing techniques - Data exploration and visualization using tools like Python or R.					
Module: 3	Social Media Metrics and Visualization				12 Hours
Understanding social media metrics like engagement, reach, and sentiment -Best practices for designing effective visualizations -Creating interactive dashboards using tools like Tableau or Power BI.					
Module: 4	Statistical Models				12 Hours
Regression analysis and its applications in social media analytics Time series analysis and forecasting for social media data -Sentiment analysis using machine learning techniques.					
Module: 5	Machine Learning				12 Hours

Introduction to machine learning algorithms for social media analytics -Types of machine learning: supervised and unsupervised learning -Applications of machine learning in social media analytics.		
Module: 6	Ethics and Privacy	12 Hours
Ethical considerations in social media analytics -Privacy concerns in collecting and analyzing social media data -Understanding the implications of social media analytics on society.		
Total Lectures		60 Hours
Reference Books		
1.	Smith, J. 2021. Social Media Analytics: A Comprehensive Guide , 4 th edition. ABC Publishing.	
2.	Johnson, M. R. 2020. Advanced Social Media Analytics: Techniques and Strategies for Data-driven Insights, 2 nd edition. XYZ Publications.	
3.	Williams, L. A. 2019. Measuring Social Media Impact: A Practical Guide for Marketers, 3 rd edition, LMN Press.	
4.	Davis, P. C. 2018, Social Media Metrics and Measurement: An Integrated Approach, 2 nd edition, QRS Books.	
5.	Brown, K. D, 2017, Social Media Analytics for Business: Strategies for Data-driven Decision Making, 2 nd edition, WXY Publishing.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	BUSINESS VENTURE ANALYTICS	L	T	P	C
23MS3029		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Evaluate business metrics, profitability, and risk metrics to assess the feasibility of business ventures. 2. Utilize market and financial analysis techniques for effective decision-making in entrepreneurial endeavors. 3. Cultivate an entrepreneurial mindset, integrating innovation and creativity into business venture analytics to drive growth and success.					
Course Outcomes:					
The student will be able to:					
1. Assess business metrics, profitability, and risk metrics to make informed entrepreneurial decisions. 2. Examine market dynamics, trends, and competition using research techniques. 3. Apply financial analysis, including ratio analysis and key performance indicators, for strategic planning. 4. Recommend top-N investment opportunities through neighborhood methods and evaluation criteria. 5. Implement effective operations management and supply chain strategies for business ventures. 6. Cultivate an entrepreneurial mindset, integrating innovation and creativity into business venture analytics for sustainable success.					
Module: 1	Introduction to Business Metrics				12 Hours
Business metrics-Distinguishing Revenue, Profitability, and Risk Metrics-Distinguishing Traditional and Dynamic Metrics-Egger’s Roast Coffee Case Study - How a Profitable, Growing Company can go Bankrupt-Revenue Metrics – Traditional Enterprise Sales Funnel-Revenue Metrics - Amazon.com as a Leading Example of Use of Dynamic Metrics -Profitability/Efficiency Metrics: Inventory Management and Hotel Room Occupancy Optimization-Risk Metrics: Leverage and Reputational Risk.					
Module: 2	Market Analysis for Business Ventures				12 Hours
Market research techniques for business ventures - Analyzing market trends and competition - Identifying potential customers and their needs.					
Module: 3	Financial Analysis for Business Ventures				12 Hours
Understanding financial statements and their components -Analyzing financial ratios and key performance indicators -Using financial modeling to evaluate the viability of a business venture.					

Module: 4	Top-N Investment Opportunity Recommendation	12 Hours
Recommender systems-Specialization by industry-Top-N Recommendation-Datasets-Neighborhood Methods-Latent factor models-Experiments-Experimental Settings-Evaluation Measures-Experimental Results-User-Item Interaction analysis.		
Module: 5	Operations Management for Business Ventures	12 Hours
Understanding the basics of operations management -Analyzing supply chain management for business ventures-Evaluating the efficiency of business processes and identifying areas for improvement.		
Module: 6	Entrepreneurial Mindset and Business Venture Analytics	12 Hours
Cultivating an entrepreneurial mindset -Applying business venture analytics to new venture creation and development-The role of innovation and creativity in business venture analytics.		
Total Lectures		60 Hours
Reference Books		
1.	James R. Evans, 2019, Business Analytics: The Science of Data-Driven Decision Making Pearson Education.	
2.	Wayne L. Winston, 2018, Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley.	
3.	Martin S. Fridson and Fernando Alvarez, 2018, Financial Statement Analysis: A Practitioner's Guide, Wiley.	
4.	Nigel Slack, Stuart Chambers, and Robert Johnston, 2019, Operations Management Pearson Education.	
5.	Eric Ries, 2011, The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Crown Business.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	ACCOUNTING FOR MANAGERS	L	T	P	C
23MS3501		4	0	0	4
Course Objectives:					
Enable the students to:					
4. Apply principles of Financial, Cost and Management Accounting in different managerial situations.					
5. Develop innovative Accounting techniques in alignment with the global trends					
6. Analyze and Interpret Corporate results from annual and quarterly reports.					
Course Outcomes:					
The student will be able to:					
1. Relate the significance of Accounting concepts and principles.					
2. Apply the basic principles and techniques of Accounting in managerial decision making.					
3. Identify appropriate tools and techniques to analyze the performance of companies.					
4. Analyze cash flows from operating, financing, and investing activities documented in the financial reports of companies.					
5. Evaluate business or a product or a unit using marginal costing techniques.					
6. Examine the budgetary control processes of companies to assess the projected financial requirements.					
Unit: 1	An Overview of Accounting and its Concepts				4 Hours
The types of Accounting - Financial Accounting Vs. Management Accounting and Financial Accounting Vs Cost Accounting – Accounting Concepts and Conventions: Golden Rules of Accounting – Recording, Journalizing and Posting of Transactions - Preparation of Trial Balance.					
Unit: 2	Preparation and Presentation of Financial Statements				5 Hours
Preparation of Trading and Profit and Loss account and Balance Sheet – Depreciation – Adjusting entries - Final Accounts as per the Companies Act – An overview of the International Financial Reporting Standards (IFRS), GAPP and IND AS.					
Unit: 3	Financial Statement Analysis				5 Hours

Analysis and Interpretation of Financial Statements -Tools and Techniques - Comparative and Common Size Income Statements and Balance Sheet, Trend Ratio - Ratio Analysis – Liquidity, Activity, Profitability and Leverage Ratios– Merits and Demerits of ratio analysis – Interpretation of the ratios.									
Unit: 4		Cash Flow Statement				5 Hours			
Overview – Classification – Objectives - Purpose and its importance – Methods – Advantages – Limitations - Preparation and analysis of the statement of Cash flows as per IND AS-7									
Unit: 5		Cost Accounting & Management Accounting				5 Hours			
Cost Concepts –Cost control and cost reduction - Classification - Methods – Cost Sheet – Marginal Costing - CVP- Break-even analysis - Cost Accounting Standards - Budgeting - Flexible, and Cash Budgeting, Budgetary Control Process.									
Total Lectures						24 Hours			
Online Class: Video Lectures & Online discussion									
Medium of Instruction: English									
Reference Books									
1	Robert Kaplan and Anthony A Atkinson, 2015, “Advanced Management Accounting”, 3 rd Edition, Pearson Education Pvt. Ltd., India.								
2	Khan M Y & Jain P K, 2013, “Management Accounting”, 6th Edition, McGraw Hill Publications Pvt. Ltd., India								
3	Jain S P & Narang K L, 2010, “Cost Accounting”, 12 th Edition, Kalyani Publishers, New Delhi, India								
4	Arora M N, 2016, “Cost and Management Accounting”, 3 rd Edition, Himalaya Publishing House Pvt. Ltd., India								
5	I M Pandey, 2018, “Management Accounting”, 3 rd Edition, Vikas Publication House Pvt. Ltd.								
Recommended by Board of Studies			04.05.2023						
Approved by Academic Council			25 Aug 2023						
Course Code		MARKETING FOR BUSINESS				L	T	P	C
23MS3502						4	0	0	4
Course Objectives:									
Enable the student to:									
1. Develop effective marketing plans for business success.									
2. Analyze consumer behavior to design marketing campaigns									
3. Execute an integrated marketing mix strategy to achieve growth and profitability									
Course Outcomes:									
The student will be able to:									
1. Assess the dynamic influences on marketing practices									
2. Develop innovative marketing plans by integrating core marketing concepts									
3. Identify factors that influence consumer decision-making processes.									
4. Formulate effective segmentation, targeting and positioning strategies									
5. Measure the effectiveness of marketing mix strategies									
6. Implement digital marketing techniques to enhance brand reputation.									
Unit: 1		Introduction to Marketing					4 Hours		
Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing, Marketing v/s Selling, Key customer markets, market places, market spaces, Meta-Markets, Digital Markets, Brick & Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Functions of Marketing Manager, Concept of Marketing Environment, Marketing Plan.									

Unit: 2	Consumer Behavior	5 Hours
Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process - Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior.		
Unit: 3	Marketing and Selling Strategies	5 Hours
Segmentation - Concept, Need & Benefits. Geographic, Demographic, Psychographic, Baes for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning - POD and POP, Value Proposition & Unique Selling Proposition, Sales Approaches, Sales Force Management.		
Unit: 4	Marketing Mix	5 Hours
Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, New Product Development. Pricing, Semiotics: Strategies for Media and Brand Communication, Channel Management.		
Unit: 5	Digital Marketing	5 Hours
e-Marketing-Basics, Online reputation management, E- Branding, Social media strategies, SEM, SEO, Community building, Building E-customer relationship, Customer Engagement, Performance Metrics, Measuring and Evaluating Web Program Effectiveness.		
Total Lectures		24 Hours
Reference Books		
1.	Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, 2018, "Marketing Management", 13 th edition, Pearson Education [South Asian Edition]	
2.	Damian Ryan, 2002, "Understanding Digital Marketing Strategies" 4 th edition, Kogan Page Ltd.	
3.	Etzel Stanton, Pandit, and George Marakas, 2016, "Marketing Concepts and Cases", 13 th edition, Tata McGraw Hill Publishing Company Ltd.	
4.	Kurtz and Boone, 2017 "Principles of Marketing", 13 th edition, Cengage Learning India Pvt. Ltd.	
5.	Gary Armstrong, 2020, "Marketing-An Introduction", 20 th edition, Pearson Education.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	ORGANISATIONAL BEHAVIOUR AND MANAGEMENT	L	T	P	C
23MS3503		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Acquire adequate knowledge related to Organizational Behaviour and Management. 2. Develop leadership skills, communication skills and team building in organizations. 3. Conceptualize relevant theoretical perspectives and concepts for building effective organizational environment.					
Course Outcomes:					
The student will be able to:					
1. Relate the principles of management applicable in organizations. 2. Apply the principles underlying organizational behaviour for effective interpersonal skills. 3. Practice motivational theories for organizational effectiveness					

4. Assess individual behaviour such as emotional intelligence, personality, attitude, perception and motivation in the context of group behaviour 5. Develop leadership and team culture 6. Evaluate the elements in organizational change and manage cross culture in organisations.		
Unit: 1	Introduction to Principles of Management & Organisational Behavior	4 Hours
Management – Definition–levels of management - POSDCORB – Theories of management – Frederick Taylor’s Scientific Management Theory, Henry Fayol’s Administrative theory of management-Planning and Organising – managerial skills- Management by Objective- Definition, need and its limitations- Organizational Behaviour – definition opportunities and importance, contributing disciplines, Hawthorne studies, Approaches to OB– Challenges to OB.		
Unit: 2	Interpersonal Skills	5 Hours
Importance of interpersonal skills - Emotional Intelligence – Goleman’s theory on Emotional Intelligence - stress management –work stress management. Communication - interpersonal communication - Methods to improve interpersonal Communication.		
Unit: 3	Individual Behaviour & Motivation	5 Hours
Foundations of individual behaviour - Understanding and managing individual behaviour - Attitudes - its influence on behaviour - Personality - concepts, theories- Types–Perception, Motivation – theories - Maslow’s Hierarchy of Needs theory, Douglas McGregor’s X, Y Theory, Herzberg’s Motivation Hygiene Theory.		
Unit: 4	Leadership and Group Behaviour	5 Hours
Leadership theories and styles - Leader vs. Manager - Power and politics - group formation - norms - cohesiveness - group decision making - Group behaviour - Team building - Conflicts and negotiation.		
Unit: 5	Organisational Change and Emerging Aspects of Organizational Behavior	5 Hours
Organisational change and innovation: approaches and resistance to change - Levin’s three steps model- Comparative Management Styles and approaches - Japanese Management Practices- Organisational behaviour across cultures - Conditions affecting cross cultural organisational operations, Managing International Workforce-Management of Diversity.		
Total Lectures		24 Hours
Reference Books		
1	Stephen P Robbins, Timothy A Judge, Neharika Vohra (2011), Organizational Behaviour 14 th Edition, New Delhi, Pearson Education.	
2	Harold Koontz and Heinz Weihrich (2008), Essentials of Management 7 th Edition Tata McGraw Hill.	
3	Mc Shane & Von Glinov, Organizational Behaviour, , 4 th Edition, Tata McGraw Hill, 2007	
4	Fred Luthans, Organizational Behavior, McGraw Hill, 11 th Edition, 2003	
5	Udai Pareek, Understanding Organisational Behaviour, 2 nd Edition, Oxford Higher Education, 2004.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	BUSINESS COMMUNICATION	L	T	P	C
23MS3504		4	0	0	4
Course Objectives:					
Equip the Students to: 4. Develop proficient business communication skills. 5. Demonstrate business writing skills. 6. Apply the concepts of etiquette in business interactions.					
Course Outcomes:					
Enable the Students to:					

1. Demonstrate the business communication skills in oral, written and Non-Verbal aspects for professional interactions. 2. Identify the role of effective communication in the workplace. 3. Evaluate the impact of communication model in the success of the business. 4. Utilize communication strategies to tailor messages for professional contexts. 5. Acquire cross cultural competence in business communication for steering in global business scenarios. 6. Apply information management and reporting techniques for effective business communication.		
Unit: 1	Essentials of Communication	4 Hours
Introduction – Meaning and definition of Communication – The major Objectives of Communication The Communication process – The Shannon -Weaver Model- Elements of Communication – The Major Difficulties in Communication- The importance of Effective communication in the Business		
Unit:2	Oral Communication	5 Hours
Introduction – Oral communication - Importance of Oral communication -Choosing the form of oral communication - The barriers of oral communication – The role of electronic platform in oral communication -Group discussion and personal Interviews		
Unit: 3	Non Verbal Communication	5 Hours
Introduction and meaning of Non-Verbal Communication-Meta Communication -Characteristics of Non Verbal Communication-Classification of Nonverbal Communication - Guidelines for Developing Non verbal Communication skills		
Unit: 4	Written Communication	5 Hours
The art of writing – Characteristics and importance of writing Business messages -Business letters, Business emails – Memos, Report Writing -The purpose of a report -Kinds of reports-The objectives of reports - Planning and organizing Information		
Unit: 5	Business Etiquette	5 Hours
Introduction -Self Introduction -Introducing Others – Telephone Etiquette-business Dining-Interaction with Foreign Visitors-Business Manners in Different Countries -Body Language.		
Total Lectures		24 Hours
Reference Books		
1.	Pal, R., & S., K. J., 2012, Essentials of Business Communication, 1 st edition, Sultan Chand & Sons	
2.	Chaturvedi, P. D., & Mukesh Chaturvedi. 2011, Business communication: concepts, cases and applications, 2 nd edition, Dorling Kindersley.	
3.	Rentz, K., Marie Elizabeth Flatley, & Lentz, P., 2011, Lesikar's Business Communication, 2 nd edition, Irwin/ McGraw-Hill.	
4.	Kaul, A., 2015, Effective business communication, 2 nd edition, PHI Learning Private Limited.	
5.	Tiwari, A., 2022, Communication Skills In English, 1 st edition, edition, Khanna Book Publishing Co. Pvt. Ltd.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	MANAGERIAL ECONOMICS	L	T	P	C
23MS3505		4	0	0	4
Course Objectives:					
Enable the student to: 1. Interpret concepts of microeconomics and macroeconomics. 2. Examine the pricing and output decisions under various market structures. 3. Relate economic variables to managerial decisions.					
Course Outcomes:					

The student will be able to:		
1. Examine the fundamental economic concepts of demand elasticity, consumer behavior, production and cost analysis for resource allocation. 2. Analyze how markets work, including competitive markets, monopolies, oligopolies, and monopolistic competition for pricing and strategy. 3. Assess the economic factors and trade-offs to make informed managerial decisions. 4. Identify economic strategies to manage consumer and producer behavior. 5. Integrate the concept of price and output decisions of firms under various market structures. 6. Evaluate micro & macro trends in business and assess their impact on business enterprises.		
Unit: 1	Nature and Scope of Managerial Economics	4 Hours
The themes of economics, scarcity and efficiency, three fundamental economic problems, society's capability, Production possibility frontiers (PPF), Productive efficiency Vs economic efficiency, economic growth & stability, Micro economies and Macro economies, the role of markets and government, Positive Vs negative externalities. Economic Systems: Capitalism, socialism and mixed economy and Problem of resource allocation.		
Unit: 2	Demand & Supply Analysis	5 Hours
Demand Analysis: Introduction, Meaning and Law of Demand, Elasticity of Demand, Exceptions to law of demand. Demand Forecasting: Introduction, Meaning and Forecasting, Methods or Techniques of Demand Forecasting, Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance.		
Unit: 3	Product and Factor Market	5 Hours
Product market, perfect and imperfect market, different market structures, Firm's equilibrium and supply, Market efficiency, Economic costs of imperfect competition, factor market, Land, Labour and capital, Demand and supply, determination of factor price, Interaction of product and factor market, General equilibrium and efficiency of competitive markets.		
Unit:4	Consumer and Producer Behaviour – Micro Economics	5 Hours
Meaning of microeconomics, Per capita income, Central problems of an economy, Consumer Equilibrium and Demand, Approaches to consumer behavior, Indifference curve analysis of consumer's equilibrium, Producer Behaviour and Supply, Production, Short-run and long-run Production Function, returns to scale, economies Vs diseconomies of scale Forms of Market and Price Determination.		
Unit: 5	Performance of an Economy – Macro Economics	5 Hours
Macro-economic aggregates, circular flow of macroeconomic activity, National income determination, Aggregate demand and supply, Macroeconomic equilibrium, Aggregates related to National Income, Net National Product (NNP), Gross National Product (GNP), Gross and Net Domestic Product (GDP and NDP)- at factor cost, at market price, Real and Nominal GDP, Welfare and GDP, multiplier effect, Demand side management, Monetary & Fiscal policy in theory.		
Total Lectures		24 Hours
Reference Books		
1	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, 2011, Economics, 19th Edition, Tata McGraw Hill, New Delhi.	
2	Dwivedi, D. N, Managerial Economics, Vikas publishing house Pvt. Ltd, New Delhi. (Seventh Edition)	
3	N. Gregory Mankiw, 2017, Principles of Economics, 8 th Edition, Thomson learning, New Delhi.	
4	Mankiw, Principles of Macroeconomics, Cengage Learning India Private Limited, New Delhi. (Fourth Edition)	
5	Paul. G. Keat, Philip. K. Y. Young, Sreejatha Banerjee, Managerial economics- Economic tools for today's Decision makers, Pearson education.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code 23MS3506	BUSINESS RESEARCH METHODS	L 4	T 0	P 0	C 4
Course Objectives:					
Enable the student to: 1. Utilize the research process to formulate clear research questions, hypotheses, and objectives. 2. Conduct a comprehensive literature review to analyze existing knowledge and identify gaps in the field. 3. Apply appropriate research design, sampling techniques, data collection methods, and data analysis to produce well-structured and insightful research reports.					
Course Outcomes:					
The student will be able to: 1. Employ the research process to formulate research questions, hypotheses, and objectives. 2. Critically assess existing literature to identify gaps and form research design. 3. Develop and apply exploratory and descriptive research designs for data collection. 4. Utilize diverse sampling techniques to proficiently collect data. 5. Analyze data using advanced statistical methods and interpret results effectively. 6. Demonstrate the ability to communicate research findings through comprehensive and well-structured reports.					
Unit: 1	Business Research Process	4 Hours			
Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Theory Building and Testing – Understanding the language of research – Concept, Construct, Definition, Variable. Research Process. Problem Identification & Formulation – Research Question – Investigation Question –Review of Literature – Hypothesis – Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing.					
Unit: 2	Research Design	5 Hours			
Concept and Importance in Research – Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs – concept, types and uses. Experimental Design: Concept of Independent & Dependent variables. Qualitative and Quantitative Research: Qualitative research – Quantitative research – Concept of measurement, causality, generalization, replication.					
Unit: 3	Sampling Techniques & Data Collection	5 Hours			
Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non-Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Determining size of the sample – Data Collection: Sources of data collection Primary and secondary sources – Merits and limitations. Methods of collecting primary data - Types of observation. Secondary data sources and data validation,					
Unit: 4	Data Analysis	5 Hours			
Data Preparation – Univariate analysis: Data Visualization - Choosing appropriate charts using Tableau Software- Bivariate analysis: Correlation and Simple Regression -Multivariate Analysis: Multiple regression model, Factor analysis, Cluster analysis, discriminant analysis (using R software or Python or SPSS) – Structural Equation Modelling (SEM) and Confirmatory Factor Analysis (CFA)					
Unit: 5	Report Writing	5 Hours			
Project Report and Paper Writing: Research Project Report – Imperatives, Layout of a Research Paper, Journals in Management Science, Impact factor of Journals, When and where to publish? Ethical issues related to publishing: Monograph – Referencing: Referencing Styles- MLA, Harvard, APA.					
Online Class: Video Lectures & Online discussion Medium of Instruction: English					
Total Lectures					24 Hours
Reference Books					

1	C. R. Kothari, Gaurav Garg, 2019, Research Methodology, 4 th edition, New Age International Publishers,	
2	Naresh Malhotra, 2015, Marketing Research (Applied Orientation), 7 th edition, Pearson.	
3	Donald R Cooper, Pamela R Schindler, P and J K Sharma 2006, Business Research Methods, 11 th edition, Tata McGraw Hill: India	
4	D. Israel, Dawn Iacobucci and Gilbert A. Churchill , 2010, Marketing Research: A South Asian Perspective, 12 th edition, Cengage Learning, India	
5	Pamela Schindler, 2019, Business Research Methods, 13 th edition, McGraw Hill.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	QUANTITATIVE TECHNIQUES FOR MANAGEMENT	L	T	P	C
23MS3507		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Develop suitable interpretations for various quantitative data analysis. 2. Develop the quantitative and statistical thinking ability while making any managerial decisions. 3. Apply statistical knowledge and skills for making optimum allocation of resources.					
Course Outcomes:					
The student will be able to:					
1. Comprehend, analyze, compare and handle quantitative data to generate reports. 2. Draw interpretation and conclusion about the data to identify business problems. 3. Apply various statistical techniques such as correlation, regression, measures of dispersion, trend analysis in their respective field of operation. 4. Develop managerial decisions based on statistical inferences. 5. Apply various techniques such as linear programming, Transportation, and Assignment in their respective field of operation for optimization of resource. 6. Evaluate the results to achieve optimum business solution.					
Unit: 1	Introduction to Statistics & Classification, Tabulation and Presentation of Data				4 Hours
Introduction to Statistics, Importance of Statistics in modern business environment - Scope and Applications of Statistics - Scales of Measurement, Population or Universe – Sample - Quantitative - Characteristic - Qualitative Characteristic – Variable, Collection of Data - Primary Data - Secondary Data - Introduction and Functions of Classification of data - Methods of classification, Tabulation - Basic difference between classification and tabulation - Parts of a table - Types of table, Frequency and Frequency Distribution - Derived frequency distributions – Bivariate and multivariate frequency distribution - Construction of frequency distribution, Presentation of Data – Diagrams, Graphical Presentation					
Unit: 2	Uni-Variate and Bi-Variate Data Analysis				5 Hours
Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – coefficient of variation (CV) percentages (problem related to business applications). Bivariate – correlation and regression – problems related to business applications					
Unit: 3	Index Numbers and Time Series Analysis				5 Hours
Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPI, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for business forecasting.					
Unit: 4	Introduction and Linear Programming				5 Hours
Management & Decision Making - Mathematical Models – Types of models (deterministic and probabilistic) – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution – Dual of linear programming problem –Economic interpretation					
Unit: 5	Transportation and Assignment Models				5 Hours

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy model – Trans-shipment Model – Assignment Model.	
Total Lectures	24 Hours
Online Class: Video Lectures & Online discussion Medium of Instruction: English	
Reference Books	
1.	Richard I Levin and David S. Rubin, (2017), Statistics for Management, 8 th Edition ,Pearson Education, India,
2.	V.K Kapoor, (2022), Operations Research Technique for Management”, 9 th Edition, Sultan Chand, 2022.
3.	J.K. Sharma, (2019), Business Statistics, 5 th Edition, Vikas Publication House.
4.	D.C. Sandheti and V.K. Kapoor, (2014), Business Mathematics, Sultan Chand & Sons.
5.	ND Vohra, (2017), Quantitative Techniques in Management, 5 th Edition, Tata McGraw-Hill.
Recommended by Board of Studies	04.05.2023
Approved by Academic Council	25 Aug 2023

Course Code	MANAGEMENT INFORMATION SYSTEM	L	T	P	C
23MS3508		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Analyze the framework and role of MIS in organizations to categorize different types of decisions and associated information. 2. Evaluate various information systems, including ERP and Decision Support Systems, to assess system concepts, security, and ethical challenges. 3. Synthesize knowledge about internet privacy, e-commerce business models, and ethical issues to make informed decisions regarding digital business practices and policies					
Course Outcomes:					
The student will be able to:					
1. Analyze the role and framework of MIS, categorizing types of decisions and associated information. 2. Evaluate various information systems, applying system concepts, including ERP and DSS security measures. 3. Synthesize knowledge of different MIS types, enabling effective strategic decision-making. 4. Apply ethical considerations to address issues in MIS, including internet privacy and e-commerce business models. 5. Create and design information systems aligned with organizational goals. 6. Demonstrate the ability to make informed decisions, considering ethical challenges, in the context of MIS and technology-enabled business practices.					
Unit: 1	Framework of Management Information System				4 Hours
Definition, basic concepts, framework, role & need of MIS. Organization and Information Systems: Changing Environment and its impact on Business. The Organization: Structure, Managers and activities, Data information and its attributes, The level of people and their information needs, Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.					
Unit: 2	Kinds of Information Systems				5 Hours
Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) -Executive Support System (EIS or ESS)					
Unit:3	System Concept				5 Hours
System Development Life Cycle (SDLC), Decision Support System (DSS), Enterprise Resource Planning (ERP) System, ERP basic features, benefits of ERP selection, ERP Implementation.					

Unit: 4	Security and Ethical Challenges	5 Hours
Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy –software and intellectual property. Privacy – Issues and the Internet Privacy. Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism.		
Unit:5	Business Models	5 Hours
Definition, Concepts, e-Commerce Business Models, Benefits and Limitations of e-Commerce, Mobile computing, Pervasive computing, Types of threats and attacks, Payment Revolution.		
Total Lectures		24 Hours
Reference Books		
1	Kenneth C. Laudon and Jane P. Laudon, 2017, Management Information System, Managing the Digital Firm, 12 th Global edition, Pearson Education.	
2	James A O'Brien & George M Maracas, 2017, Management Information System, 10 th edition, Tata McGraw Hill Companies, New Delhi.	
3	Laudon, 2022, Management Information System, 17 th edition, Pearson Education	
4	P.T. Joseph, S.J. Sanjay Mohapatra, 2009, Management Information System in Knowledge Economy”, Kindle Edition.	
5	Ramesh Behl, James A O'Brien & George M Maracas, 2019, Management Information System, 11 th edition, Tata McGraw Hill Companies, New Delhi.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	FINANCIAL MANAGEMENT	L	T	P	C
23MS3509		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Develop the skill in Time value for money and Risk – return concepts					
2. Evaluate the meaning of capital structure, awareness on cost of capital and capital leverage					
3. Apply capital budgeting and its process in the avenues open for new entrepreneurs.					
Course Outcomes:					
The student will be able to:					
1. Create effective financial decisions based on profitability, solvency, efficient resource allocation, and risk management.					
2. Manage the valuation techniques to measure the value of money for effective financial planning.					
3. Analyze the various leverages and corporate capital structure to facilitate informed financial decision making.					
4. Examine the working capital management at corporate level to ensure healthy cash flows.					
5. Evaluate the sources of funds available and cost of capital to take appropriate long-term investment decisions.					
6. Evaluate the Cash Management, Inventory Management Policy, payables and receivables pressures in management decisions.					
Unit: 1	Financial Management Environment and Functions				4 Hours
Overview of Financial Management – Wealth Vs Profit Maximization Criterion-Treasury and controlling decisions in Financial Management, Functions of Financial Management.					
Unit: 2	Business Valuations and Risk-Return Concepts				5 Hours
Time Value of money – Importance, rationale, Present Value, Future value and compounding techniques - EMI (problems). Concepts and types of Risk and Returns.					
Unit: 3	Capital Structure & Leverage and Cost of Capital				5 Hours
Capital Structure –meaning and definition of capital structure- Optimal Capital Structure- Net Income approach, Net Operating Income approach - Meaning and Definition of Leverage – Types of leverage					

- Difference between Operating and Financial leverage - Analysis of Operating and Financial Leverages and Composite Leverages - EBIT-EBS Analysis.		
Unit: 4	Working Capital Management	5 Hours
Significance, Purpose, Methods of Working Capital Assessment, Working capital Approaches, Determinants of working capital - Estimation of Working Capital requirements. Models of Accounts Receivables Management, Cash Management and Inventory Management. Financing of working capital.		
Unit: 5	Investment Appraisal and Decisions on Source of Funds	5 Hours
New Entrepreneurs- Sources of Funds - Internal, External, Spontaneous, short-term, Intermediate and Long-term Source of Funds in Private Sector and Public Sector Enterprises, Social Banking, start up Financing and Venture Capital Financing - Angel funding.		
Session consists of Lectures, Problem solving, Group discussion, Analysis of Financial statements, Sensitivity Analysis, Stimulation Analysis, Scenario Analysis, Case study		
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Total Lectures		24 Hours
Reference Books		
1.	I M Pandey, (2015), —Financial Management, 11 th edition, Vikas Publishing House Private Limited	
2.	Khan MY & Jain PK, (2017). —Financial Management - Text, Problems and Cases, 7th edition McGraw Hill Education.	
3.	Prasanna Chandra, (2011), —Financial Management – Theory and Practice, 8th Edition, Tata McGraw Hill Education Private Limited.	
4.	Richard A. Brealey, Stewart C. Myers & Franklin Allen, (2011). —Principles of Corporate Finance, 10 th Edition, Mc-GrawHill/Irwin.	
5.	Jonathan Berk, Peter DeMarzo, Ashok Thampy, (2013), —Financial Management, Pearson Education Limit.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	HUMAN RESOURCE MANAGEMENT	L	T	P	C
23MS3510		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Apply Human Resource Management principles to effectively recruit, select and retain talent.					
2. Analyze work place dynamics and diversity to enhance organizational culture and performance.					
3. Evaluate HR policies and practices to ensure ethical standards in work force management.					
Course Outcomes:					
The student will be able to:					
1. Develop strategic HR plans to align workforce needs with organization goals.					
2. Implement effective recruitment and selection strategies to acquire talent.					
3. Design and execute training and development programs to enhance employees' skills and performance.					
4. Administer compensation systems that attract, motivate and retain employees while ensuring equity.					
5. Evaluate employee performance using objective measures and provide constructive feedback.					
6. Facilitate career management initiatives to foster professional growth and advancement opportunities for employees.					
Unit: 1	Introduction to HRM			4 Hours	
Nature and Scope of Human Resource Management – Basic Functions of Human Resource Management-Goals - Human Resource Management as Line and Staff Responsibilities – Human Resource Management Models.					

Unit: 2	HR Planning, Recruitment & Selection	5 Hours
Human Resource Planning – Sources - Process – Methods - Job Analysis Process - Job Evaluation Methods – Recruitment - Factors – Methods - Process - Selection Process – Selection Techniques.		
Unit: 3	Training and Development	5 Hours
Training and Development – Nature - Need Analysis – Delivery Methodology - Training Effectiveness Evaluation – Capacity Building - Management Development - Career Development.		
Unit: 4	Compensation Management	5 Hours
Compensation Management – Components – Determinants of Compensation Strategy – Wage and Salary Administration, - Individual and Group Incentive Plans – Benefit Programs.		
Unit: 5	Performance Appraisal & Career Management	5 Hours
Performance Appraisal Goals & Methods – Potential Appraisal Meaning of Career – Career stages – Importance of Career Planning – Application of Artificial Intelligence in HRM		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion Medium of Instruction: English		
Reference Books		
1	Denisi, Griffin, Sarkar, 2016, Human Resource Management – A South-Asian Perspective, 1 st edition, Cengage Learning India Pvt Ltd.	
2	Gary Dessler and Biju Varkkey, 2020 Human Resource Management, 16 th edition, Pearson Education: South Asia	
3	K. Aswathappa, 2017, Human Resource Management – Text and Cases, 8 th edition, Tata McGraw Hill	
4	V.S.P. Rao, 2010, Human Resource Management, 3 rd edition, Excel Books	
5	Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, 2021, Fundamentals of Human Resource Management, 8 th edition, Tata McGraw-Hill Publishing Company Limited	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	OPERATIONS MANAGEMENT			
23MS3511	L	T	P	C
	4	0	0	4
Course Objectives:				
Enable the students to: 1. Apply operations strategy principles to optimize the transformation process, product and process design, and capacity planning. 2. Utilize inventory planning and control techniques to manage resources efficiently. 3. Evaluate and implement production management tools and aggregate planning strategies for effective operations management.				
Course Outcomes:				
The student will be able to: 1. Apply operations strategy to enhance the transformation process, optimizing product and process design. 2. Evaluate capacity planning and investment decisions using quantitative analysis. 3. Utilize inventory planning and control methodologies to manage resources effectively. 4. Implement aggregate planning techniques to align production with demand. 5. Apply production management tools, employing Lean and Six Sigma principles. 6. Synthesize knowledge to improve operations, fostering efficiency and competitiveness.				
Unit: 1	Introduction to Operations Management			4 Hours

Operations Management – Nature, Importance, transformation processes, differences between services and goods; Operations Strategy – Strategic fit, framework; Productivity.		
Unit: 2	Designing Operations	5 Hours
Product Design - Criteria, Approaches; Product development process - Process - design, strategy, types, analysis, make or buy decision.		
Unit: 3	Operations and the Value Chain	5 Hours
Capacity Planning – Long range, Determinants, Strategies, Equipment selection - Investment Decisions, Facility Location.		
Unit: 4	Planning and Control of Operations	5 Hours
Demand Forecasting – Need, Types, Objectives and Steps; Inventory Planning and Control –Functions, Decisions, Inventory models; Aggregate Planning – Master Production Scheduling - Materials requirement planning.		
Unit: 5	Production Management Tools	5 Hours
JIT – TQM - Computer integrated Manufacturing and flexible manufacturing system – ISO 9000 series – Poka Yoke – Kaizen – Business Process Reengineering – Supply Chain Management – Lean manufacturing - Quality Function Deployment – Enterprise Resource Planning.		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion Medium of Instruction: English		
Reference Books		
1	Paneerselvam, 2012, Production and Operations Management, 3 rd Edition, PHI	
2	Mahadevan B, 2015 Operations management: Theory and practice, 3 rd edition, Pearson Education India.	
3	Norman Gaither and Gregory Frazier, 2015, Operations Management, 9 th edition, Cengage Learning	
4	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, 2018, Operations and Supply Chain Management, 15 th edition, McGraw Hill Education (India) Pvt. Ltd.	
5	Cecil C. Bozarth, Robert B. Handfield, 2016, Introduction to Operations and Supply Chain Management, 4 th edition, Pearson	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	LEGAL ASPECTS OF BUSINESS	L	T	P	C
23MS3512		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Analyze business and contract law principles to assess legal implications in commercial transactions. 2. Evaluate the application of the Indian Companies Act and Shop and Establishment Act to ensure legal compliance in business operations. 3. Apply knowledge of sale of goods, special contracts, and consumer rights to address legal challenges and disputes in the business context.					
Course Outcomes:					
The student will be able to:					
1. Analyze and apply Business and Contract Law principles to assess legal obligations in commercial agreements. 2. Interpret and synthesize knowledge of the Sale of Goods and Special Contracts, ensuring compliance with legal requirements. 3. Evaluate the implications of the Indian Companies Act for corporate governance and regulatory compliance. 4. Assess and implement provisions of the Shop and Establishment Act in India for legal workplace management.					

5. Advocate for consumer rights and mediate consumer disputes by applying legal knowledge and ethical principles.		
6. Construct legal frameworks to address various aspects of business operations, promoting ethical and lawful practices.		
Unit: 1	Legal Environment and Contract Law	4 Hours
Introduction to Legal Environment - Development of Business Law in Independent India - Business and Contract Law in India - Formation of Contract–Essentials of Valid Contract - Performance of Contract - Discharge of contract – Remedies for Breach of Contract - Quasi Contract		
Unit: 2	Sale of Goods & Special Contracts	5 Hours
Sale of Goods Principles - Conditions and warranties -Transfer of Property - Remedies of Unpaid seller; Special Contracts - Bailment and Pledge; Guarantee and Indemnity; Agency-Agent- Principal. Negotiable Instruments - Relation between bank and a customer – Bouncing of Cheque.		
Unit: 3	Indian Companies Act	5 Hours
Company Law - Introduction–Incorporation of company - Prospectus and Raising of Capital – Meetings–Directors - Winding up, Corporate Ethics in Business, GST Registration Process, and Digital Signature.		
Unit: 4	Shop and Establishment Act in India	5 Hours
Commercial Establishments and Shops - Registration Procedure and License - Opening and Closing time, Work hours, Employment of children, young person and women, Health, Safety, Leave, Wage Payments		
Unit: 5	Consumer Protection, IPR and RTI	5 Hours
Formation of Consumer Protection Act - Unfair Trade Practices - Consumer Rights – Consumer Disputes redressed agencies; Protecting the Intellectual property of Business - Patent - Copy Right - Trademark; Right to Information Act – Definition of Information – Information’s not to be disclosed- Procedure for requesting Information.		
Note: All the laws read with reference to the latest amendment.		
Total Lectures		24 Hours
Reference Books		
1	Akhileshwar Pathak, 2018, Legal Aspects of Business, 6 th edition, TATA McGraw Hill Education P Ltd, New Delhi.	
2	Anurag K Agarwal, 2018, Business Law for Managers, 6 th edition, IIM Ahmedabad Book Series.	
3	Bansal .C. L, 2006, Business and corporate laws”, 1 st edition, Excel books, New Delhi.	
4	Ravinder Kumar, 2022, Legal Aspects of Business, 6 th edition, Cengage Learning India.	
5	Kapoor .N.D, Rajni Abbi, Bharat Bhusan, 2021 ,Business Law, Kindle edition	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	CORPORATE STRATEGY	L	T	P	C
23MS3513		4	0	0	4
Course Objectives:					
Enable the student to: 1. Apply critical thinking to formulate sound corporate strategies aligned with organizational goals 2. Executive strategic actions effectively through resource allocation and coordination 3. Utilize data-driven analysis to access and refine corporate strategies for optimal performance and competitive advantage.					
Course Outcomes:					
The student will be able to: 1. Formulate comprehensive corporate strategies by synthesizing industry insights and internal capabilities. 2. Execute strategic actions through efficient resource allocation and organizational alignment. 3. Analyze the outcomes of strategic implementation adapt and refine corporate plans. 4. Evaluate the impact of strategic decisions long term organizational goals and sustainability.					

5. Apply critical thinking and problem-solving skills to address corporate challenges.		
6. Communicate and justify strategic recommendations effectively to stake holders.		
Unit: 1	Strategic Management -Methods and Tools	4 Hours
Objectives, policies, Tools – Balanced Score Card, Strategic Management process. Environmental Scanning: Internal Environment Analysis (SWOT), External Environment Analysis; Basic Corporate strategies – Stability Strategies , Growth strategies (New Product Development & Market Development), and retrenchment strategies (Turnaround, divestment, and liquidation)		
Unit: 2	Business Planning	5 Hours
Business Strategy, Operational Strategy, and Transformational Strategy. Generic business level strategies; Positioning the Organization, Models for Resource Allocation, Environmental Turbulence, Strategic Investment, Strategic Entry.		
Unit: 3	Functional Strategy Formulation	5 Hours
Functional Strategies – Production/Operations, Finance, Marketing, HR, Systems, R&D. BCG Matrix, strategies in Fragmented industries and Mature industries.		
Unit: 4	Corporate Level Strategies	5 Hours
Mergers, Acquisitions, Diversification, Joint Ventures, Franchising and Licensing , Horizontal and Vertical integration ,Strategic Control System and Measurement, Structural Implementation. DuPont analysis.		
Unit: 5	Evaluation of Strategy	5 Hours
Criteria for Evaluation (Qualitative/Quantitative), Process of Evaluation. Strategies in global business environment, Stakeholder impact analysis.		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1.	Charles W.L. Hill, Gareth R Jones, 2019, Strategic Management – An Integrated Approach, 9 th edition, Cengage, New Delhi.	
2.	Fred Luthans and Jonathan Doh, 2018, International Management: Culture, Strategy and Behavior, 10 th edition, McGrawHill.	
3.	Corporate Strategy: Tools for analysis and decision making, Phanish Puranam, Bart Vanneste, Cambridge University Press, 2016	
4.	Barney/Hesterly, 2015, Strategic Management and Competitive Adv: Concepts and Cases, 5 th Edition, Pearson Education, New Delhi.	
5.	Idris Mootee (2017), Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School, Wiley, New Delhi.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	INNOVATION AND ENTREPRENEURSHIP	L	T	P	C
23MS3514		4	0	0	4
Course Objectives:					
Equip the Students to:					
1. Assess the key dimensions and emerging trends in entrepreneurship to identify innovative business opportunities.					
2. Develop a comprehensive business plan integrating financial strategies and assessing the business environment.					
3. Analyze various financial institutions and financing options to secure resources for entrepreneurial ventures.					
Course Outcomes:					
Enable the Students to:					

1. Apply innovative thinking to identify entrepreneurial opportunities by analyzing emerging trends. 2. Create business plans incorporating financial strategies, considering the dynamic business environment. 3. Evaluate the impact of various financial institutions on entrepreneurship and financing decisions. 4. Formulate innovative solutions to address challenges encountered in entrepreneurial ventures. 5. Analyze the dimensions of successful entrepreneurship through critical examination of real-world cases. 6. Synthesize and communicate effective strategies for sustainable innovation and entrepreneurial success.		
Unit: 1	Basics of Innovation	4 Hours
Introduction-Meaning of the concepts Innovation and Creativity -Types of Innovation, Relevance of technology for Innovation, The process of Innovation, Patents, Trademarks, Intellectual Property		
Unit: 2	Entrepreneurship Essentials & Models	5 Hours
Concept and overview of Entrepreneurship-Evolution and growth of Entrepreneurship in India-Role of Entrepreneurship in Economic Development. Models of Entrepreneurship-Emerging models of Corporate Entrepreneurship.		
Unit: 3	Dimensions and Emerging Trends of Entrepreneurship	5 Hours
Entrepreneurial Society-Women Entrepreneurship-Rural Entrepreneurship-Social Entrepreneurship-Entrepreneurial Potential-Emerging Trends in Entrepreneurship Development- Business Environment Opportunities-Elements of Entrepreneurial Ventures-New technology in Entrepreneurship-Evaluation of Entrepreneurship in India-Introduction to business plan.		
Unit: 4	Business Plan and Business Environment	5 Hours
Introduction: Basics of Business Plan-Types – How to Write the Business plan and the main contents of a business plan – the Purpose of business plan ,Business Environment – Types of Business Environment , Legal Aspects involved in a business Environment		
Unit: 5	Financial Institutions and Financing	5 Hours
Financial Institution in India – Forms of Financing – Long term Financing and Short-term Financing Success Stories of Entrepreneurs.		
Total Lectures		24 Hours
Reference Books		
1	Dr. Rajeev Roy, 2020, Entrepreneurship, 3 rd Edition, Oxford University Press.	
2	Thomas W. Zimmerer, and Norman M. Scarborough, 2014, Essentials of Entrepreneurship and Small Business management 4 th edition, Prentice Hill	
3	Cherunilam, F, 2021, Business and Government, edition, Himalaya Publishing House.	
4	Prasanna Chandra, 2011, Financial Management – Theory and Practice, 8th edition, Tata McGraw Hill Education Private Limited.	
5	Dr. Vasant Desai, 2018, The Dynamics Of Entrepreneurial Development And Management, 6 th edition, Himalaya Publishing House.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	CORPORATE SOCIAL RESPONSIBILITY	L	T	P	C
23MS3515		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Examine and apply ethical principles, values and morals to formulate effective CSR policies.					
2. Analyze the various dimensions of CSR within a strategic business context to enhance corporate sustainability.					

3. Develop CSR policies, strategies, and evaluate their implementation through experiential learning approaches.	
Course Outcomes:	
The student will be able to:	
1. Evaluate and synthesize ethical principles, values and morals for designing comprehensive CSR policies. 2. Analyze the multifaceted dimensions and tools of CSR within the strategic business frameworks. 3. Apply critical thinking to develop effective CSR policies that align with organizational objectives. 4. Construct and communicate CSR strategies while considering ethical considerations. 5. Implement CSR initiatives through practical learning experiences, fostering real-world impact. 6. Assess and adapt CSR policies and practices to address evolving societal and environmental challenges.	
Unit: 1	Morals and Values in Business
Morals, values and Ethics – Integrity – Work ethic – Respect for others-Interpersonal Relationship–Moral Values - Cooperation – Commitment – Empathy	
Unit: 2	Dimensions of Corporate Social Responsibility
Social Responsibility, Corporate Social Responsibility: Meaning- definition and scope of CSR- Evolution of CSR – a moral argument for CSR – a rational argument for CSR – an economic argument for CSR	
Unit: 3	Strategic context of CSR
Carroll's Model of CSR (Pyramid of CSR) – Globalization and CSR, Stakeholders and perspectives: interest Groups Related to CSR – Tools of CSR –Business Benefits of CSR.	
Unit: 4	Designing a CSR policy
Factors influencing CSR policy – Managing CSR in an organization – Role of HR Professionals in CSR – Global Recognitions of CSR- ISO 14000 - SA 8000 - AA 1000.	
Unit: 5	Learning CSR Implementation
CSR in the marketplace – CSR in the workplace – CSR in the community – CSR in the ecological environment –CSR in India	
Total Lectures	
24 Hours	
Online Class: Video Lectures & Online discussion	
Medium of Instruction: English	
Reference Books	
1.	Laura P. Hartman and Joe Desjardins, 2013, Business Ethics: Decision Making for Personal Integrity and Social Responsibility, 3 rd edition, Mc Graw Hill education, India Pvt. Ltd., New Delhi.
2.	CS Rupanjana De, 2020, A Practical Guide to Corporate Social Responsibility, 3 rd edition, Bloomsbury India- Bloomsbury India.
3.	Benn & Bolton, 2011, Key concepts in Corporate Social Responsibility. Australia, 1 st edition, Sage Publications Ltd.
4.	B.N. Mandal, and Atul Sharma 2020, Corporate Social Responsibility in India, 2 nd edition, Global Vision Publishing House.
5.	Werther, W. B. & Chandler, D. (2011), Strategic Corporate Social Responsibility, 2 nd edition, Thousand Oaks, CA: Sage.
Recommended by Board of Studies	
04.05.2023	
Approved by Academic Council	
25 Aug 2023	

Course Code	STRATEGIC COST MANAGEMENT	L	T	P	C
23MS3516		4	0	0	4
Course Objectives:					
Enable the students to:					

1. Apply strategic cost management concepts to enhance an organization's competitive advantage through effective supply chain management. 2. Analyze and implement service costing methods to optimize cost structures in service-based industries. 3. Evaluate the impact of learning curves, simulation, and time series analysis on managerial decision-making processes in cost management.		
Course Outcomes:		
The student will be able to:		
1. Apply strategic cost management principles to strategize supply chain operations for competitive advantage. 2. Employ service costing techniques to analyze and optimize cost structures in service industries. 3. Evaluate learning curves' impact on managerial decisions, fostering cost-efficiency. 4. Utilize simulation to model cost scenarios and inform strategic cost management. 5. Apply time series analysis for data-driven cost predictions and trend identification. 6. Synthesize knowledge to formulate cost-effective strategies, enhancing organizational competitiveness and profitability.		
Unit: 1	Strategic Cost Management – An overview	4 Hours
Conceptual framework, environmental influences and cost management practices, role of SCM in Strategic positioning and Competitive advantage – Steps in Strategic cost analysis		
Unit: 2	Strategic Costing	5 Hours
Activity Based Costing, Target Costing, Life Cycle costing, Kaizen costing, JIT theory and constraints, Business Process Re-engineering and Benchmarking		
Unit: 3	Strategic Decision Making	5 Hours
Decision making and Pricing strategies – Inventory decision, Product-development decision, product policy, plant location, managerial decision making- Methods of Pricing; Sensitivity analysis in pricing decisions. Balanced Score Card		
Unit: 4	Costing of Service Sector	5 Hours
Methods, Pricing, and Performance Measurement – Quality control, Quality Assurance, Quality Management, Quality report		
Unit: 5	Analytics in Cost Management	5 Hours
Learning curve in Managerial decision making, Quoting for export order/tender: Impact of Learning curve in Labour variances; Simulation – Time series analysis		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1	Ravi Kishore, 2008, Cost Management, 4th Edition, Taxmann Publications, New Delhi.	
2	Vidya, 2008, Cost Management and Strategic Approach, 10 th edition, Mac Millian India Ltd. New Delhi	
3	Business Strategy and Strategic Cost Management - Institute of Cost Accountants of India, Final Paper -15 – Study Materials.	
4	Saxena and Vashist, 2011 Advanced Cost and Management Accounting Problems and Solutions, 6 th edition ,Sulthan Chand and Sons	
5	Saxena V.K, 2020, Strategic Cost Management and Performance Evaluation, Sulthan Chand and Sons	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
23MS3517		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Relate financial securities in making investment decisions.					
2. Analyse the mechanism of valuation of securities.					
3. Evaluate the performance of a portfolio.					
Course Outcomes:					
The student will be able to:					
1. Identify various types of investment vehicles for investment decisions.					
2. Relate the trading systems, and settlement procedure of stock exchanges for being an informed investor.					
3. Analyse the value of securities for trading decisions.					
4. Apply the securities performance of various sectors using fundamental and technical analysis.					
5. Evaluate portfolio analysis on the performance on risk and return of securities.					
6. Create a portfolio for optimizing the risk and returns.					
Unit: 1	Securities & Stock Market	4 Hours			
Investment avenues – financial markets: review, structures, primary & secondary market, players in stock market, investment vs speculation. Trading mechanism in India - mechanics in trading; functions of stock exchanges – BSE & NSE, trading and settlement process – stock indices – listing of securities, OTCEI – IPO.					
Unit: 2	Valuation of Securities	5 Hours			
Need, types of valuation, balance sheet, book value, liquidation value, replacement value ; equity valuation approaches, DCF, Dividend Discount Model, CAPM and APT, (problems) – bond valuation.					
Unit: 3	Risk and Return Analysis	5 Hours			
Systematic and unsystematic risks – types of risks - risk and return analysis of stocks - correlation coefficient - covariance - beta & alpha – Markowitz model – risk return assessment of individual and portfolio.					
Unit: 4	Fundamental and Technical Analysis	5 Hours			
Fundamental analysis - Economic, industry, company, intrinsic value; Technical analysis - tools, charts, patterns, Dow Theory and Eliot Wave Theory-Efficient Market Theory and Random Walk Theory – Fundamentals of behavioral finance.					
Unit: 5	Portfolio Analysis	5 Hours			
Portfolio planning, implementation, principles, guidelines for investment decisions, measures for evaluation of performance of portfolio-Sharpe, Treynor and Jensen’s measures of index. Construction and evaluation of a portfolio based on the financial analytical tools.					
Session consists of lectures, problem solving, group discussion, analysis of financial statements, sensitivity analysis, stimulation analysis, exercise on live trading, case study.					
Online Class: Video lectures & Online discussion					
Medium of Instruction: English					
Total Lectures					24 Hours
Reference Books					
1.	Fisher,D.E., & Jodan, R.J. (2018), Security Analysis and Portfolio Management, 7 th edition, Prentice hall of India, New Delhi				
2.	ZviBodie, Marcus & Mohanty, (2019), Investments, 11 th edition, Tata McGraw Hill, New Delhi				
3.	Singh, P. (2011), Investment Management, 14 ^h edition, Himalaya Publishing House, New Delhi				
4.	Kevin S, (2015), Security Analysis and Portfolio Management, 2 nd edition, Prentice hall of India, New Delhi				
5.	P. Pandian, (2012), “Security Analysis and Portfolio Management”, 2 nd edition, Vikas Publishing House.				

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Course Code	FINANCIAL DERIVATIVES	L	T	P	C
23MS3518		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Interpret pricing and valuation methods used in financial derivatives markets.					
2. Demonstrate the ability to use financial derivatives for risk management and investment strategies.					
3. Develop advanced derivative strategies and solution for complex financial challenges.					
Course Outcomes:					
The student will be able to:					
1. Explore the practices on the trading platforms applying the commodity and currency market strategies using options, futures, and swaps.					
2. Evaluate the Black - Scholes option pricing model and Greeks in pricing options.					
3. Apply the technique to evaluate and compare options of different maturities and strikes.					
4. Analyse the forward and future prices to assess market expectations, pricing disparities, and potential arbitrage opportunities.					
5. Employ hedging techniques to safe guard securities against market volatility and minimize potential losses.					
6. Develop options strategies to optimize risk-adjusted returns, market volatility and asset price movements.					
Unit: 1	Forward Contracts				4 Hours
Introduction-features- mechanism and settlement of contracts and factors influencing forward contract prices. The ways of computing forward price in Foreign Exchange Market.					
Unit: 2	Futures Contracts-Introduction and Mechanism				5 Hours
Introduction- types of traders-hedgers, speculators and arbitrageurs, convergence of future price to spot price, daily settlement and margins, hedging strategies using futures, basis risk, cross hedging, stock index futures, an overview of equity, currency, and commodity trading process.					
Unit: 3	Future Trading Process and SWAPS				5 Hours
Determination of forward and futures prices: investment assets vs. consumption assets, short selling, known income, known yield, future prices vs expected spot prices, expectation hypothesis, normal backwardation, contango – mechanics of trading in futures and factors influencing future prices. SEBI guidelines for equity, commodity and currency trading.					
Unit: 4	Option Contracts				5 Hours
Option Prices: Factors affecting call & put option prices, determinants of option values/premium, restriction of option values, price determination using Black – Scholes Model and some extensions, Greeks, dynamic hedging, call option valuation, put option valuation.					
Unit: 5	Process of Option Contracts and Debt Derivatives				5 Hours
Hedge ratios, Binomial Model. Option pricing by Mote Carlo simulation. Option strategies & prices: protective put, covered call, straddle, spreads, collars. Option valuation: introduction, intrinsic and time values; interest rate derivatives, credits derivatives, options in corporate securities.					
Session consists of lectures, problem solving, group discussion, analysis of financial data, sensitivity analysis, stimulation analysis, scenario analysis, case study.					
Online Class: Video Lectures & Online discussion					
Medium of Instruction: English					
Total Lectures					24 Hours
Reference Books					
1.	Amuthan, 2013, Financial Derivatives, 2 nd edition Himalaya Publications Private Limited, Mumbai				

2.	John Hull, 2010, Fundamentals of Futures and Options Markets, 7 th Edition Pearson Higher Education	
3.	NCFM, 2009, Options Trading Strategies Module book, National Stock Exchange of India Ltd.	
4.	John C Hull, 2010, Options, Futures, and Other Derivatives, 7 th Edition, Pearson Higher Education	
5.	S.S.S. Kumar, 2010, Financial Derivatives, PHI Learning.	
Recommended by Board of Studies		04.05.2023
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Course Code	FINANCIAL ANALYSIS AND REPORTING	L	T	P	C
23MS3519		4	0	0	4
Course Objectives:					
Enable the student to: 1. Relate the financial data with financial reporting 2. Analyse and interpret the financial statement 3. Apply the regulatory framework in financial reporting					
Course Outcomes:					
The student will be able to: 7. Interpret financial statements to assess company’s financial health and performance. 8. Analyze the impact of accounting principles and standards on financial reporting. 9. Evaluate company’s financial performance using accounting ratios. 10. Prepare cash flow statements in accordance with International Financial Reporting Standards. 11. Evaluate alternate decisions concerning financial distress 12. Prepare Management Reports based on financial indicators					
Unit: 1	Understanding the Financial Statements				4 Hours
Interpreting the Published Financial Statements and their interlinking with financial ratios and ratio analysis - General Purpose Financial reporting – Qualitative and Quantitative characteristics of financial statements – its relevance, faithful representation, materiality. Enhancing qualitative characteristics – its comparability, verifiability, timelines and understandability,					
Unit:2	Accounting for transactions in financial statement				5 Hours
The regulatory framework – The need for a regulatory framework – The International Accounting Standards Board (IASB) - Tangible Non-Current Assets, Intangible Non-current assets, Inventory and Biological assets, Government Grants, Foreign currency transactions, Taxation.					
Unit:3	Analyzing and Interpreting the Financial Statements				5 Hours
Calculation and Interpretation of accounting ratios, its usage and trends to address Users’ and Stakeholders needs – benchmarking with Industry standards. Limitations of interpretation techniques					
Unit:4	Preparation of Cash flow Statements				5 Hours
Prepare a statement of cash flows for a single entity (not a group) in accordance with IFRS standards.					
Unit:5	Financial Distress and Reporting Financial Performance				5 Hours
Cost of financial distress, static tradeoff theory, pecking order theory and windows of opportunity theory – Predicting corporate failures using Altman’s Z score, Argenti’s A Score – Present data and information effectively with interpretation/recommendations/suggestions- use of technology as appropriate. Creating Management Report – reporting on the results of discontinued operations – assets held of sale and discontinued operations.					
Total Lectures					24 Hours
Online Class: Video Lectures & Online discussion					
Medium of Instruction: English					
Reference Books					
1.	Stephen H Penman, 2017, Financial Statement Analysis and Security Valuation, 4 th edition, Tata McGraw Hill Publishing Company Ltd. New Delhi				
2.	Gokul Sinha, 2009, Financial Statement Analysis, 2 th edition, Prentice Hall of India, New Delhi				

3.	John J. Wild Subramanyam K.R and Robert F. Halsey, 2005, Financial Statement Analysis, 11 th edition, Tata McGraw Hill Publishing Company Ltd. New Delhi
4.	Krishna G. Palepu, Paul M. Healy and victor L. Bernard, 2003, Business Analysis and Valuation using Financial Statements, 5 th edition, Cengage Learning India Pvt. Ltd., New Delhi.
5.	Ruzbeh J. Bodhanwala, 2004, Understanding and Analysing Balance Sheets Using Excel Worksheet, PHI, New Delhi.
Recommended by Board of Studies	
04.05.2023	
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25 Aug 2023	

Course Code	INCOME AND CORPORATE TAXATION	L	T	P	C
23MS3520		4	0	0	4
Course Objectives:					
Enable the students to:					
1. Relate the concepts and principles governing Direct and Indirect Taxes in India					
2. Apply the various approaches of analysing and interpreting the Tax Laws applicable for Individuals and Corporates					
3. Articulate the Tax Laws in tax planning and consultancy engaged in business					
Course Outcomes:					
The student will be able to:					
1. Discriminate between various tax types including GST, Corporate, and Individual taxes to classify tax obligations accurately.					
2. Calculate corporate and individual tax liabilities by applying relevant tax codes and regulations.					
3. Anlayze tax evasion and avoidance strategies to ensure compliance with direct and indirect tax laws.					
4. Evaluate tax planning techniques for optimizing income and corporate tax burdens while considering GST and customs duties.					
5. Construct comprehensive tax reports for regulatory compliance in the context of direct and indirect taxation.					
6. Synthesize tax-related information to advice on effective tax management strategies encompassing GST, Customs, Corporate and Individual Tax Planning.					
Unit: 1	Introduction to Goods and Service Tax				4 Hours
MODULE 1: Introduction to Goods and Service Tax					
Definition - Intra-state and Inter State supply - Exempted and zero rated supply - Mixed and composite supply; Introduction of CGST, SGST and IGST; Overview of GST and GST law: Constitutional provisions - Taxable event-supply - Destination principle - Concurrent Dual GST - Composition levy					
Unit:2	GST Business Process - Returns				5 Hours
Filing returns - Types of returns and formats - input tax credit and its matching - Tax returns preparers accounts and records tax invoice - Debit/credit notes and payments, Inspection, search, seizure and arrest detention, confiscation of goods and conveyances					
Unit:3	Customs Law				5 Hours
Basic Concepts, Types of Customs Duty, Valuation, Customs Procedures; Anti-Dumping Duties; Valuation Rules; Import procedures; Export procedures; Baggage; Stores; Warehousing; Demurrage					
Unit:4	Assessment of Companies				5 Hours
Introduction – Meaning of Company – Types of Companies – Computation of Depreciation –Computation of Taxable Income of Companies – Minimum Alternative Tax (MAT) – Computation of Tax Liability					
Unit:5	Income chargeable under various heads of income				5 Hours
Salaries, Income from house property, profit and gains of business or profession, capital gains and income from other sources; Permissible Deductions under section 80C to 80U; Setoff and Carry Forward of Losses and Clubbing of Income					

Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1.	Arpit Haldia & Mohd. Salim, 2021, "GST Law & Practice", Kindle Edition, Taxmann Publication Pvt. Ltd., India	
2.	Vinod K Singhania & Kapil Singhania, 2021, "Direct Taxes Law & Practice with special reference to Tax Planning", 64 th Edition, Taxmann Publishing Pvt. Ltd., India	
3.	Milind Kumar, 2019, "Goods and Services Tax: Law and Practice", 1 st Edition, EBC Publishing Pvt. Ltd., India	
4.	Rakesh Garg & Sandeep Garg, 2019, "Guide to GST on Services (HSN Code wise taxability of all services)", 2 nd Edition, Bloomsbury Publishing PLC, India	
5.	Vinod K Singhania & Monica Singhania, 2021, "Students' Guide to Income Tax including GST", 64 th Edition, Taxmann Publications Private Limited, India	
Recommended by Board of Studies		04.05.2023
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Course Code	TALENT ACQUISITION	L	T	P	C
23MS3521		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Apply recruitment and selection strategies to assess workforce capabilities effectively, utilizing recruitment analysis and assessment techniques. 2. Analyze Recruitment Analysis as tools to identify critical hiring criteria in talent acquisition. 3. Manage staffing systems, including selection decisions and evaluation methods, to ensure optimal workforce alignment with organizational needs.					
Course Outcomes:					
The student will be able to:					
1. Employ recruitment and selection strategies, incorporating workforce assessment, to identify and attract top talent. 2. Conduct recruitment analysis to evaluate the effectiveness of talent acquisition processes. 3. Apply recruitment analysis as a decision-making tool to refine hiring approaches. 4. Utilize assessment techniques to assess candidates' qualifications and potential in the recruitment process. 5. Manage staffing systems by making informed selection decisions and employing evaluation methods. 6. Synthesize knowledge to enhance talent acquisition practices, ensuring a competitive and skilled workforce.					
Unit: 1	Context of Recruitment and Selection				4 Hours
Workforce planning – Workforce Assessment – Employee life cycle – Organizational need assessment – Job Design – Job & Job Families – position – occupation. Recruitment analytics - Causes of bad recruitment, metrics of effective recruitment – Yield pyramid ratio.					
Unit: 2	Requirement Analysis				5 Hours
Motivational Job Specification, Functional Specification – process - DOT/O*Net – Job Description - Job Element Anlaysis – Critical Incident Methods. Identify job competencies - Behavioural Specification - Methods to Behavioural Job Analysis - Threshold Trait Analysis - Quan Competence Framework.					
Unit: 3	Recruitment, Sources and methods				5 Hours
Screening, Sourcing and shortlisting - 4S Model - sources of recruitment, internal recruitment methods, external recruitment methods.					
Unit: 4	Selection, Tools and Techniques				5 Hours

Assessment techniques in recruitment process – Interview techniques – Motivational, behavioural & functional. Behavioural Even Interview process, Key Interviewer skills - Non – Interview methods - Knowledge Based Filtering - Skill Based Filtering - Attitudinal or Potential Based Filtering.		
Unit: 5	Staffing System Management	5 Hours
Selection and reference check -Making the selection decision. Evaluation methods - The Ranking Systems - Checklist Scales – Behaviour Anchored Rating Scale (BARS)– Checking references and checking scales - reliability and validity of selection instruments. Ethical considerations in recruitment and selection. Nepotism - Ongoing Recruitment and Selection Issues; Current trends in recruitment and selection		
Total Lectures		24 Hours
Reference Books		
1.	Dale M. 2003, Handbook of Successful Recruitment and Selection: A Practical Guide for Managers 1 st edition, New Delhi: Crest Publishing House.	
2.	Edenborough R. 2006, Assessment Methods in Recruitment, Selection & Performance: A Manager's Guide to Pyschometric Testing, Interviews and Assessment Centres 3 rd edition, London: Kogan Page.	
3.	Jonathan Crawshaw, Pawan Budhwar, Ann Davis, 2020 ,Human Resource Management - Strategic and International Perspectives, 4 th edition, Sage Publications Ltd.	
4.	Sonal Minocha, Dean Hristov, 2018, Global Talent Management - An Integrated Approach,1 st edition, Sage Publications.	
5.	Carrie A. Picardi, 2019,Recruitment and Selection - Strategies for Workforce Planning & Assessment, Sage Publications.	
Recommended by Board of Studies		04.05.2023
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Course Code	LEARNING AND DEVELOPMENT	L	T	P	C
23MS3522		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Analyze the learning process and theories of learning to design effective training programs incorporating Bloom's taxonomy for clear learning objectives. 2. Develop and implement training programs, utilizing learning curves and instructional aids, while assessing learners' capabilities and needs. 3. Evaluate training outcomes and organizational impact, considering various management development programs and types for critical analysis.					
Course Outcomes:					
The student will be able to:					
1. Apply theories of learning to design training programs with clear learning objectives, utilizing Bloom's taxonomy for cognitive development. 2. Implement effective training department models to organize and streamline learning initiatives. 3. Identify thorough training needs analyses to assess gaps and tailor learning experiences. 4. Develop training programs, incorporating instructional aids and innovative design, fostering skill development. 5. Implement and manage training initiatives, evaluating outcomes and selecting appropriate management development programs. 6. Assess learners' capabilities, ensuring effective instructional methods and enhancing organizational learning and development.					
Unit: 1	Introduction to Learning and Development			4 Hours	
Learning - Meaning - characteristics – Learning Process - Learning curve - Plateau in learning - Theories of learning - Implications of Learning Process on Instruction - Learning style. ADDIE Model and Training Design Process - Impact of Organizational Vision, Mission and Values on Training - Models of Organizing Training Department - Considerations for Effective Training Design.					
Unit: 2	Training Needs Analysis			5 Hours	

General Process of Training Needs Analysis (TNA) - Michalak & Yager Process and Mager & Pipe Model of Performance Gap Analysis - Output of TNA - Competency Modelling.		
Unit: 3	Training Design & Development	5 Hours
Training Objectives – Need-Types of Training - Developing - Bloom’s Taxonomy for Learning Objectives - Elaboration Theory for Content Sequencing - Gagne’s Instructional Events for Lesson Design - Merrill’s Components Display Theory for Topic Design- Development of Training Programmes.		
Unit: 4	Training Implementation & Evaluation	5 Hours
Training Implementation - Types of Management Development Programmes& Executive - Level Management Development; Training Evaluation – Outcomes- Kirkpatrick’s Model of Learning Analytics and Evaluation Practices - Types of Evaluation Designs - Measuring Training’s Impact.		
Unit: 5	Learners Capability Evaluation	5 Hours
Evaluation of learners’ capability based on Bloom’s Taxonomy - Use of new technologies for training delivery - Instructional aids - Trainers role - Approaches to Employee Development.		
Total Lectures		24 Hours
Reference Books		
1.	Watson, Sherri & Raymond, A. Noe, 2017, Employees Training and Development, 4 th edition, Tata McGraw Hill Education, New York	
2.	Armstrong Michael, 2014, A Handbook of Human Resource Management Practice, 14 th edition, Kogan page	
3.	Blanchard, P.N., and Thacker, J.W., 2019, Effective training: Systems, strategies and practices, 6 th edition, Prentice Hall of India.	
4.	Erasmus, B., et al., 2015, Managing Training and Development, 7 th edition, Oxford University Press, South Africa	
5.	Bhattacharyya, D. K., 2015, Training and Development: Theory and Applications, Dewey 23 rd edition, SAGE Publications India Pvt., Limited	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	INDUSTRIAL RELATIONS AND LABOUR LEGISLATION	L	T	P	C
23MS3523		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Evaluate industrial relations concepts, including collective bargaining and the role of the ILO, to analyze and resolve labor disputes. 2. Examine organizational society and occupational health, safety and welfare to enhance working conditions within the framework of labor legislation. 3. Analyze industrial relations, wage regulations, and social security regulations to ensure compliance and equity in employment practices for critical assessment.					
Course Outcomes:					
The student will be able to:					
1. Analyze and apply industrial relations concepts, including dispute resolution and collective bargaining, fostering a collaborative workplace environment through Trade Unions. 2. Assess the role of the International Labour Organizations (ILO) in shaping national labor legislation. 3. Evaluate the organizational and societal dynamics of labour relations, emphasizing occupational health, safety and welfare for employee well-being. 4. Implement industrial relations regulations, facilitating voluntary arbitration for conflict resolution. 5. Interpret and apply wage regulations, ensuring fair payment of wages and bonuses in compliance with labor laws. 6. Navigate social security regulations effectively, including the establishment and management of social security organizations, enhancing employee benefits and welfare.					

Unit: 1	Industrial Relations Concepts	4 Hours
Scope - Industrial disputes - Causes - Effects; Collective Bargaining; Workers participation in Management; Code of discipline; Tripartite bodies; Trade Unions – Evolution - Problems of trade unions in India; Role of ILO in national legislations - Labour standards of ILO.		
Unit: 2	Occupational Safety, Health and Working Conditions Regulations	5 Hours
Duties of Employer and Employees - Occupational Health and Safety - Working Conditions - Welfare Provisions - Hours of work - Annual Leave with wages; Maintenance of Registers - Returns and Records; Inspector-cum-Facilitators; Special provisions relating to Women employment; Contract Labour and Inter-state Migrant workers; Offences and Penalties.		
Unit: 3	Industrial Relations Regulations	5 Hours
Bi-Partite Forums; Trade Unions; Standing Orders; Voluntary Reference of Disputes to Arbitration; Mechanism for Resolution of Industrial Disputes; Strikes and Lockouts; Lay-off, Retrenchment and Closure.		
Unit: 4	Wage Regulations	5 Hours
Minimum Wages; Regulations on - Payment of Wages; Payment of Bonus; Advisory Board; Payment of Dues; Inspector –cum-Facilitator; Offences and Penalties.		
Unit: 5	Social Security Regulations	5 Hours
Social Security Organizations - Employees' Provident Fund - Employee State Insurance Corporation; Gratuity; Maternity Benefit; Employees Compensation; Social Security and cess for Building and Construction Workers - Unorganized Workers - Platform Workers; Offences and Penalties.		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1.	M. Banumathi, 2020, Labour welfare and Industrial Relations, LAP LAMBERT Academic Publishing.	
2.	Parul Gupta, 2019, Industrial Relations and Labour Law for Managers, 1 st edition, SAGE Publication Private Ltd.	
3.	Piyali Ghosh, Shefali Nandan, 2017, Industrial Relations and Labour Laws, 1 st edition, McGraw Hill Education.	
4.	P.R.N. Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar, 2017, Industrial Relations, Trade Unions, and Labour Legislation, 3 rd edition, Pearson	
5.	New Labour Codes Bare Acts Combo, 2020, Code on Social Security, 2020, Industrial Relations Code, 2020, Code on Wages Act, 2019 and Occupational Safety, Health And Working Conditions Code, Professional Book Publishers,	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	ORGANIZATIONAL DEVELOPMENT AND CHANGE	L	T	P	C
23MS3524	MANAGEMENT	4	0	0	4
Course Objectives:					
Equip the students to:					
1. Analyze the nature of organizational development, employing system theory to understand planned change forces and change program levels. 2. Evaluate the dynamics of organizational politics, power, and ethics in OD, examining concepts, ethical issues, and implications. 3. Apply organizational interventions, classifying OD interventions and assessing various organizational structures for critical analysis and application.					
Course Outcomes:					

At the end of the course the student participant will be able to:	
1. Apply the principles of organizational development, to facilitate planned change and enhance organizational effectiveness. 2. Analyze the two forces of planned change and various change program levels for strategic change management. 3. Evaluate the dynamics of organization, power, and ethics, addressing ethical issues in organizational contexts. 4. Implement organizational interventions by classifying OD interventions and optimizing organizational effectiveness. 5. Synthesize knowledge to design comprehensive change strategies, fostering a culture of innovation and adaptability. 6. Assess ethical principles in organizational development, ensuring responsible for sustainable change management practices.	
Unit: 1	Introduction to Organizational Development
Introduction, Meaning, Nature of OD, Historical Perspective of Organization Development, Values, Assumptions and Beliefs in OD, System Theory of OD	
Unit: 2	Introduction to Planned Change
Introduction, Meaning of change, The two forces of planned Change, Change programs levels, Managing Planned Change	
Unit: 3	Organizational Politics, Power and Ethics in OD
Introduction, The Concept of Organizational Politics, The Concept of Organizational Politics, Ethical issues in an organizations , Success stories of organizational transformation in Indian industries	
Unit: 4	Organizational Intervention
Introduction , Characteristics of Organization Development Interventions, Classification of OD Interventions, Sensitivity training, Team building and its process	
Unit: 5	Organizational Intervention
Introduction, Meaning, Definition of Organization structure, Different types of organization structure.	
Total Lectures	24 Hours
Reference Books	
1.	Priyadarshini R.G, 2015, Organizational Change and Development, 1 st edition, Cengage Learning Publications
2.	Ratan Raina, 2018, Change Management and Organizational Development, 1 st edition. Sage Publications Pvt. Ltd
3.	Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki, 2011, Organization Development and Transformation, 6 th Edition, Tata McGraw Hill, India
4.	Barbara Senior & Stephen Swailes, Colin Carnall, 2020, Organizational Change, 6 th edition, Pearson Education, India.
5.	Cummings & Worley, 2015, Organizational development and change, 10 th edition, Cengage Learning, India
Recommended by Board of Studies	04.05.2023
Approved by Academic Council	25 Aug 2023

Course Code	COMPENSATION MANAGEMENT	L	T	P	C
23MS3525		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Evaluate compensation dimensions and systems, applying traditional and new techniques to design					

effective compensation packages. 2. Analyze performance appraisal methods and standards to enhance employee performance and compensation outcomes. 3. Assess theories of wages, pay-for-performance models, and incentive schemes, including profit sharing and ESOPs, for strategic reward management.		
Course Outcomes:		
The student will be able to: 1. Evaluate compensation dimensions and systems, integrating traditional and innovative techniques, to design competitive reward structures. 2. Apply performance appraisal methods and performance standards to enhance employee productivity and compensation effectiveness. 3. Analyze wage theories, wage structure, and wage fixation principles for equitable pay practices. 4. Implement various pay-for-performance models and incentive schemes, including shop floor and sales incentives, to drive employee motivation and performance. 5. Design profit-sharing and Employee Stock Ownership Plans (ESOPs), aligning employee interests with organizational success. 6. Evaluate components of benefit plans and implement strategic reward management strategies in the Indian context, fostering talent retention and organizational growth.		
Unit: 1	Overview on Compensation	4 Hours
Compensation: Definition, Dimensions – Compensation System, Job Evaluation: Definition – Traditional and new Techniques		
Unit: 2	Performance Appraisal	5 Hours
Basic concepts – Performance standard – Appraisal methods, Compensation: Classification – Types-Incentives-Fringe Benefits		
Unit: 3	Theories of Wages	5 Hours
Wage structure – wage fixation – wage payment, salary administration.		
Unit: 4	Pay for Performance Plan	5 Hours
Types of Pay for Performance- Shop Floor Incentives- Sales Force Incentive Schemes,		
Unit: 5	Profit and Gain Sharing, Incentive and Benefit Plans	5 Hours
Profit Sharing, Gain Sharing – Employees Stock Ownership Plan (ESOP), Role of Performance Appraisals in determining pay for performance. Incentive plans, Components of a benefit plans, Role of Union in determining compensation, Current Scenario of Strategic Reward Management in India		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1.	B. D. Singh, 2017, Compensation and Reward Management, 2 nd Edition, Excel Books	
2.	Lance A. Berger, Dorothy R Berger, 2015. Compensation Handbook A State of the Art Guide to Compensation Strategy and Design, 6 th Edition, Peacock Books.	
3.	K. Aswathappa, 2018, Human Resource Management, 8 th Edition, Tata McGraw Hill Publishing Company Ltd.	
4.	Milkovich, G.T., and Newman, J.M., Barry A. Gerhart, 2013, Compensation, 11 th Edition, India: Tata McGraw Hill	
5.	Richard I. Henderson, 2006 Compensation Management in a Knowledge Based World, 10 th edition, India: Pearson Education	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code 23MS3526	LOGISTICS MANAGEMENT		L	T	P	C
			4	0	0	4
Course Objectives:						
Enable the student to:						
1. Acquire knowledge of various logistics systems such as Transportation, Warehousing and Inventory Management						
2. Selecting the appropriate mode of transportation and route planning to move goods efficiently.						
3. Deciding on the implementation of technologies like warehouse management systems and transportation management systems to streamline operations.						
Course Outcomes:						
The student will be able to:						
1. Understanding Logistics concepts, cost analysis, service quality and strategic thinking						
2. Assimilate knowledge in transportation management, warehouse management, inventory control and technology utilization						
3. Analyze various supply chain network, infrastructure, inventory management and information flow						
4. Examine route optimization, inventory control strategies, supplier selection and technology adoption.						
5. Compare and contrast the cross-functional business processes in supply chains.						
6. Justify decisions affecting supply chain's plan, deliver, and customer management functions.						
Unit: 1	Overview of Logistics					4 Hours
Introduction to Logistics – Definitions of Logistics – terms or jargons used in logistics industry– Merits and demerits of logistics – 7Rs of Logistics – 5 Ps of Logistics.						
Unit: 2	Logistics Theories					5 Hours
Concepts and Theories related to Logistics - Integrated logistics: Logistics evolution, logistics operations integration, Supply Chain relationships, logistics system design.						
Unit: 3	Logistics Operation					5 Hours
Types of Logistics: 3 PL – 4 PL – 5 PL solution – Problems related to 3PL, 4PL and 5 PL. Logistics positioning.						
Unit: 4	Elements of Logistics					5 Hours
Transportation –Warehousing - Packaging & Unitization – Inventory – Material Handling – Information and Control.						
Unit: 5	Logistics Decisions					5 Hours
Logistics strategy - Logistics planning triangle, purchasing decisions, storage decisions, inventory decisions and location decisions, introduction to Industry Internet of Things (IoT).						
Total Lectures						24 Hours
Online Class: Video Lectures & Online discussion						
Medium of Instruction: English						
Reference Books						
1	V.V. Sople, 2012, Logistics Management, Third edition, Pearson Limited New Delhi					
2	Khalid Zidan, 2016, Supply Chain Management: Fundamentals, Strategy, Analytics & Planning for Supply Chain and Logistics Management (Logistics, Supply Chain Management, Procurement), 1 st edition, Createspace Independent Pub.					
3	Singh P Rakesh Ailawadi, Satish C ,2013, Logistics Management ,2 nd Edition, Prentice Hall India.					
4	Paul .A Myerson, 2015, Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design , , 1 st edition, Pearson FT Press.					
5	Ganapathi and Nandi, 2014, Logistics Management, 1 st edition, Oxford					
Recommended by Board of Studies			04.05.2023			
Approved by Academic Council			25 Aug 2023			

Course Code	WAREHOUSING AND FACILITIES MANAGEMENT	L	T	P	C
23MS3527		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Understanding concepts terminology, importance of warehousing and facilities management in various industries.					
2. Explore the key aspects of warehousing including inventory management, storage systems, material handling and order fulfilment of process.					
3. Manage budgets, control costs and make cost effective decisions in warehousing and facilities management.					
Course Outcomes:					
The student will be able to:					
1. Exhibit a strong understanding of warehousing and facilities management concepts, principles and best practices.					
2. Apply knowledge to manage and optimize warehouse operations effectively, including inventory control, order fulfilment and materials handling.					
3. Plan and execute space optimization strategies to make the best use of available resources					
4. Collaborate effectively with external partners, vendors and contractors for facility related projects					
5. Illustrate the impact of health, safety, and warehouse environment on operational effectiveness.					
6. Design a warehouse process with its associated costs, and profitability for effective functioning of warehouse.					
Unit: 1	Overview of Warehousing				4 Hours
Introduction to Warehousing – Definitions of Warehouse –Need for warehousing - Types of Warehouses – Functions of a warehouse – Advantages of Warehouse – Warehouse Performance Measures.					
Unit: 2	Material Flow and Activity Profiling				5 Hours
Introduction to Material Flow – The fluid model of product flow –Units of handling – Two fundamental resources approach – Dedicated Storage and Shared Storage – Activity Profiling.					
Unit: 3	Warehousing Operations and Supply Chain Management (SCM)				5 Hours
Introduction to Warehouse Operations – Introduction to Supply Chain Management – Objectives of SCM – Decision Phases in SCM – Process View of Supply Chain – Barriers to SCM.					
Unit: 4	Design of Supply Chain and Planning Transportation Networks				5 Hours
Introduction and role of distribution Network – Factors influencing distribution network design – design options for a distribution networks – E-business and its impacts.					
Unit: 5	Sourcing, Pricing, Demand Management and Customer Service				5 Hours
Introduction to Sourcing, In-house and Outsource – Pricing and Revenue Management for multiple customers – Demand Forecasting – Cost of Stockouts- Radio Frequency Identification (RFID)					
Total Lectures					24 Hours
Online Class: Video Lectures & Online discussion					
Medium of Instruction: English					
Reference Books					
1	Gwynne Richards,2014, Warehouse Management: A complete guide to improving efficiency and minimizing costs in the modern warehouse, 1 st Edition, Kogan Page Publications				
2	Keller B, 2013, Specifications of the definitive guide to warehousing: Managing the store and handling of materials and products in the Supply Chain, Pearson Education (Singapore) PTE. Ltd.,				
3	Meir Liraz, 2017, Guide to Effective Retail Merchandise Management, 1 st Edition, Create Space Publication,				
4	Chopra and Kalra, 2016, Supply Chain Management, 6 th Edition, Pearson Education (India).				
5.	Bowersox, 2018, Supply Chain Logistics Management, 4 th Edition, McGraw Hill.				
Recommended by Board of Studies			04.05.2023		
Approved by Academic Council			25 Aug 2023		

Course Code	FREIGHT TRANSPORT OPERATIONS MANAGEMENT	L	T	P	C
23MS3528		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Identify the integral role of freight in the broader context of supply chain management.					
2. Gain insights into the regulatory framework of international and domestic freight operations.					
3. Analyze the decision-making processes involved in the efficient movement of cargo.					
Course Outcomes:					
The student will be able to:					
1. Analyze the key challenges and trends in freight transportation and evaluate their impact on logistics operations.					
2. Assess the safety, security, and environmental compliance requirements in the context of freight transport.					
3. Evaluate costing and pricing models in the context of transportation planning and freight rate management.					
4. Understand and describe green logistics practices in the context of sustainable freight transport.					
5. Propose the integration of automation, robotics, blockchain, and artificial intelligence in warehousing and distribution processes for improved freight operations.					
6. Examine the international and domestic regulations to be complied in freight operations.					
Unit: 1	Overview of Freight Transport Management				4 Hours
Overview of Freight Transport - Importance of Efficient Freight Operations - Role of Freight in Supply Chain Management - Key Challenges and Trends in Freight Transportation - Transportation Modes (Road, Rail, Air, and Sea) - Freight Consolidation and Deconsolidation - Hub-and-Spoke vs. Point-to-Point Logistics Models - Cross-Docking Operations - Last-Mile Delivery Challenges and Innovations					
Unit: 2	Regulatory Compliance in Freight Operations				5 Hours
International and Domestic Regulations - Customs Clearance Procedures - Documentation Requirements – Understanding INCOTERMS - Safety and Security Compliance - Environmental Regulations in Freight Transport					
Unit: 3	Transportation Planning and Freight Rate Management				5 Hours
Route Planning and Optimization - Network Design Strategies - Geographic Information System (GIS) in Freight Planning - Pricing Strategies in Freight Transport (Road, Air, and Sea) - Rate Negotiation Techniques - Costing and Pricing Models					
Unit: 4	Sustainability in Freight Transport				5 Hours
Green Logistics Practices - Alternative Fuels and Electric Vehicles - Carbon Footprint Reduction Strategies					
Unit: 5	Current and Emerging Technology in Freight Management				5 Hours
Transportation Management Systems (TMS) - Internet of Things (IoT) in Freight Tracking - Big Data Analytics for Route Optimization - Automation and Robotics in Warehousing and Distribution - Blockchain in Freight Operations - Artificial Intelligence in Logistics - Drones and Autonomous Vehicles					
Total Lectures					24 Hours
Online Class: Video Lectures & Online discussion					
Medium of Instruction: English					
Reference Books					
1	Capt. G. Ramesh Khare, 2019, Management & Operation of Container Terminals & Multi-Modal Transport Logistics, 1 st Edition, Sterling Book House.				
2	Michel Savy, June Burnham, 2013, Freight Transport and the Modern Economy, 1 st Edition, Routledge Chapman and Hall.				
3	Vasco Reis, Rosario Macario, 2019, Intermodal Freight Transportation, 1 st Edition, Elsevier Inc.				
4	Nagabhushana Rao S (2017), Transportation Management, New Delhi: Nidhi Book Centre.				

5	Tolga Bektas (2019), Freight Transport and Distribution: Concepts and Optimization Models, 1 st Edition, CRC Press.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	SUPPLY CHAIN MANAGEMENT	L	T	P	C
23MS3529		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Analyze and develop strategies to optimize supply chain processes for improved efficiency and competitiveness.					
2. Apply insights from data analytics to optimize decision-making in supply chain management.					
3. Examine the principles of sustainable and ethical supply chain management.					
Course Outcomes:					
The student will be able to:					
1. Demonstrate a solid understanding of the fundamental concepts and principles of supply chain management.					
2. Optimize logistics and distribution networks, ensuring cost-effectiveness and efficiency.					
3. Propose forecasting methods to enhance Supply Chain planning.					
4. Equip with skills to utilize technologies, data analytics tools for supply chain planing, monitoring and optimization.					
5. Identify, assess, and mitigate risks in supply chain processes, ensuring continuity and resilience.					
6. Promote sustainable, strategic, legal and ethical supply chain practices aligned with environmental and social responsibility.					
Unit: 1	Overview of Supply Chain Management				4 Hours
Definition and scope of supply chain management - Historical evolution and trends in supply chain practices - Importance of supply chain management in today's global economy – Cost components in SCM: Acquisition, Possession, Application, and Inspection					
Unit: 2	Supply Chain Strategy & Legal Aspects				5 Hours
Supply chain segmentation and alignment with business strategy - Demand forecasting techniques and demand management strategies - Supply chain network design and optimization –Role of contracts and agreements in SCM – Legal challenges, regulations, and compliance issues in SC operations – Insurance strategies to mitigate legal and financial risks.					
Unit: 3	Sourcing and Procurement				5 Hours
Supplier selection and evaluation - Strategic sourcing and supplier relationship management Supplier scorecards and performance measures - Cost-saving strategies in procurement - Collaborative Planning, Forecasting, and Replenishment (CPFR)					
Unit: 4	Inventory and Transportation				5 Hours
Inventory control models (EOQ, JIT, safety stock) - ABC analysis - Multi-echelon inventory optimization (MEIO) – Vendor Managed Inventory. Modes of transportation (land, sea, air) - Transportation management systems (TMS) - Last-mile delivery and logistics outsourcing					
Unit: 5	Supply Chain Technologies, Sustainability & Ethics				5 Hours
Role of technology in supply chain management - Warehouse management systems (WMS) - Blockchain, IoT, and data analytics in supply chain - Sustainable sourcing and green logistics - Ethical considerations in supply chain practices - Circular economy and responsible supply chain management					
Total Lectures					24 Hours
Online Class: Video Lectures & Online discussion					
Medium of Instruction: English					
Reference Books					

1	Shah Janat, 2016, Supply Chain Management: Text and Cases, 2 nd Edition, Pearson Education
2	Vinod V Sopel, 2011, Supply Chain Management: Text and Cases, 1 st Edition, Pearson Education
3	Sunil Chopra, Peter Meindl, 2016, Supply Chain Management: Strategy, Planning, and Operation 6 th Edition, Pearson Education Limited
4	Edward A. Silver, David F. Pyke, and Douglas J. Thomas, 2016, Inventory and Production Management in Supply Chains, 4 th Edition, CRC Plus
5	Janat Shah, 2016, Supply Chain Management Text and Cases, 2 nd Edition, Pearson Education India.
Recommended by Board of Studies	
04.05.2023	
Approved by Academic Council	
25 Aug 2023	

Course Code	MATERIALS AND INVENTORY MANAGEMENT	L	T	P	C
23MS3530		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Understand inventory basics including types of inventory, reasons for holding inventory and the costs associated with inventory. 2. Forecast demand accurately using various forecasting methods based on demand and inventory. 3. Familiarize with various inventory models such as economic order quantity, Just in Time and ABC analysis.					
Course Outcomes:					
The student will be able to:					
1. Analyse and optimize inventory levels based on demand patterns and cost considerations. 2. Apply inventory models to determine order quantities, reorder points and safety stock levels. 3. Evaluate supplier relationship and make informed decisions about supplier selection and performance improvement. 4. Measure and monitor key performance indicators to access inventory performance and make data driven decisions. 5. Collaborate effectively within a supply chain concept to enhance overall efficiency and customer satisfaction. 6. Justify the optimal processes to both satisfy customers and maximize company profits					
Unit: 1	Basics of Materials Management	4 Hours			
Introduction – Supply Chain metrics – Production Planning Systems: Manufacturing planning and control systems – Sales and Operations Planning –Manufacturing Resource Planning					
Unit: 2	Master Scheduling	5 Hours			
Introduction – Relationship to Production Plan – Developing Master Production Schedule – Production Planning – Master Scheduling and Sales Planning.					
Unit: 3	Materials Requirements Planning (MRP)	5 Hours			
Introduction – Bills of Materials – Materials Requirement Planning Process – Using MRP effectively.					
Unit: 4	Capacity Management	5 Hours			
Introduction – Capacity Requirement Planning (CRP) – Capacity Available – Capacity Required – Scheduling Orders – Making the plan – Demand Forecasting.					
Unit: 5	Inventory Management Fundamentals	5 Hours			
Introduction – Aggregate Inventory Management – Functions and objectives of Inventories – Order Quantities – Types of Inventories – Inventory Techniques – Inventory Control System.					
Total Lectures					24 Hours
Online Class: Video Lectures & Online discussion					
Medium of Instruction: English					
Reference Books					

1	Radoslaw Sliwka,2019, Inventory Management Fundamentals: A handbook of inventory management techniques, 1 st edition, Smart Project Publisher.	
2	S.N. Chary, 2009 , Production and Operations Management, 6 th edition, Tata McGraw-Hill Education.	
3	Richard J. Tersine, 1993, Principles of Inventory and Materials Management, 4 th Edition, Pearson Limited Edition	
4	Gopalakrishnan, 2009, Materials Management, 1 st Edition, PHI Learning Pvt Ltd.,	
5	A.K. Datta, 2009) Materials Management: Procedures, Text and cases,2 nd Edition, PHI Learning Pvt Ltd.,	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	SEARCH ENGINE MARKETING	L	T	P	C
23MS3531		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Implement search engine marketing strategies, including Google AdWords and pay-per-click, to optimize online advertising campaigns. 2. Strategize and manage PPC campaigns, utilizing actionable metrics for performance evaluation, and configure Google AdWords settings. 3. Develop effective bidding and budgeting plans, consider ad types, and utilize Google Analytics for data-driven campaign management.					
Course Outcomes:					
The student will be able to:					
1. Execute search engine marketing campaigns proficiently, utilizing Google AdWords and pay-per-click strategies. 2. Formulate PPC campaigns, employing actionable metrics for performance assessment. 3. Configure Google AdWords account settings and apply various ad types for effective advertising. 4. Develop comprehensive bidding and budgeting management plans, considering impressions and bidding strategies. 5. Manage campaigns using Google Analytics for data-driven insights and optimization. 6. Create impactful advertising campaigns, showcasing mastery in search engine marketing techniques.					
Unit: 1	Search Engine Marketing Overview.				4 Hours
Understanding Google search - Search engine advertising - Rule-based personalization of marketing at internet scale - Overview of Google AdWords, Microsoft AdCenter, and Yahoo Search Marketing					
Unit: 2	Pay Per Click Overview and Strategizing PPC Campaigns.				5 Hours
PPC definition and it’s functioning - Important Terms – Quality Score, Conversion Rate, ROI, etc.- Quality Score Overview - Setting objectives, goals & expectations - Actionable metrics for performance measurements - Effective segmentation of keywords - Usage of multiple match types - Non-Overlapping Ad Groups					
Unit: 3	Setting up Google Ad words and Google AdWords Structure				5 Hours
Google AdWords account setting - Billing setting, preferences, bulk operations, etc. - Google Ad words account structure - Account, campaign, Ad group -Google Ad types- search ads, Display Ads, Video ads - Keywords and Matching type - Broad Match, phrase match, exact match, negative keywords.					
Unit: 4	Bidding and Budgeting Management Plan				5 Hours
Understanding how bidding works - clicks, conversion, Impressions - Understand Bidding strategy - Ad group bid, keyword bid, strategy - Manual vs Automated Bid Management - Different bid management features like CPA bidding, position preference, etc.					
Unit: 5	Campaign Management				5 Hours
Overview of campaign Management tools - Google Analytics, Hootsuite, Hubspot - Creating a Campaign and Campaign Types - Setting goals and objectives, Define Performance Metrics - Optimizing The Campaign -					

Campaign Tracking and A/B Testing. SEM Strategy and opportunities -Establish a Plan and highlighting goals - Analyzing efficiency of SEM strategy- visits, CTR, ROI, conversions - Re-marketing	
Total Lectures	24 Hours
Reference Books	
1.	Anne F. Kennedy, 2014, Global Search Engine Marketing, Pearson Education;
2.	Puneet Singh Bhatia, 2019, Fundamentals of Digital Marketing, Wiley India Pvt. Ltd, New Delhi,
3.	Mike Moran, Bill Hunt, 2014, Search Engine Marketing, Inc.: Driving Search Traffic to Your Company's Website, 3 rd edition, IBM Press, Pearson Publications.
4.	Dave Evans and Jake Mckee, 2011, "Social Media Marketing - The Next Generation of Business Engagement", Wiley India Pvt. Ltd, New Delhi.
5.	Eric Enge, Stephan Spencer, Jessie Stricchiola, 2016, The Art of SEO: Mastering Search Engine Optimization, 3 rd edition, Shroff/O'Reilly.
Recommended by Board of Studies	04.05.2023
Approved by Academic Council	25 Aug 2023

Course Code	SALES AND CHANNEL MANAGEMENT	L	T	P	C
23MS3532		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Apply effective sales management techniques, including selling, salesmanship, and customer-centric models, to drive revenue growth. 2. Strategize sales budgets, channel structures, and forecasting while considering international sales dynamics and logistics. 3. Manage sales forces adeptly, from recruitment and compensation to ethical and legal aspects, ensuring sales team excellence.					
Course Outcomes:					
The student will be able to:					
1. Apply sales and salesmanship techniques to demonstrate proficiency in personal selling, fostering a customer-centric approach. 2. Evaluate the significance of personal selling in sales management, aligning strategies with customer-centric models. 3. Formulate sales budgets, channel structures, and conduct sales forecasting for effective sales management. 4. Apply a comprehensive supply chain management framework, optimize industrial channel strategies, and employ inventory management methods to enhance operational efficiency. 5. Develop industrial channel management strategies through channel planning, strategy development, and design. 6. Manage sales forces expertly, encompassing recruitment, selection, compensation, investment planning, and ethical and legal considerations in sales practices.					
Unit: 1	Sales Management				4 Hours
Introduction – Evolution of professional sales - Sales Management an overview - Selling and Salesmanship – Nature and importance of Personal Selling – Customer centric model - Formulating sales Strategies - Managing Sales Divisions - Distributive Network Relations. Leading, Motivating, and Controlling the Sales Force.					
Unit: 2	Sales Budget and Channel Structures				5 Hours
Sales forecasting – Sales Budget – Sales Quotas, Sales Territories, sales Control and Cost Analysis. International Sales Management Channel Dynamics - Introduction to Channel Structures –Design – Intermediaries and their function – Types– Criteria for Selecting – Managing Channel intermediaries – Managing Channel Relationships. Channel Management - Channel Conflicts and their Management.					
Unit: 3	Logistics and Channel Management				5 Hours

Logistics and Channel Management - Physical supply and Physical Distribution - Designing the supply chain and distribution framework - Issues involved in developing Supply Chain Management Framework - Purchasing and integrated logistics interfaces - new opportunities in SCM outsourcing – Warehousing – Transportation – Inventory Management methods – JIT, MRP, EOQ, DSI – Order Processing – e-logistics in SCM.		
Unit: 4	Industrial Channel Management	5 Hours
Channel Strategies - Channel planning process - Managing Channel Conflicts and Power - Channel Strategy Development and Channel Design - Target Market and Member Selection Process - Motivating Channel Member - Marketing Mix in Marketing Channel Aspect - Evaluation of Channel Member Performance - Competitive share analysis, Alliance strategies – Partnership management strategies – multiple channel management- channel audits.		
Unit: 5	Sales force Management	5 Hours
Managing Sales force – Recruitment and Selection, Training and development - Compensation and Incentive plans – Direction and Suspension – Performance appraisal of Sales Personnel – Process alignment in buying and selling processes – Ethical and Legal aspects of selling - Emerging issues in sales strategies – Recent trends in selling.		
Total Lectures		24 Hours
Reference Books		
1.	Richard R. Still, Edward W. Cundiff, Norman A.P Govani, 2009, Sales Management: Decision, Strategies, and Cases, , 5 th edition, Pearson Education, New Delhi.	
2.	Rosann L. Spiro, William J. Stanton, Gregory A. Rich, 2002, 11 th edition, Management of a Sales Force, Tata McGraw Hill, New Delhi.	
3.	Kotler, P, 2017, Marketing Management, 17 th edition, Pearson Publications	
4.	Bovee & Thill, 2006, Advertising Excellence, McGraw Hill International, USA.	
5.	Sunil Chopra, Peter Meindl, D.V. Kalra, 2016, Supply Chain Management, Kindle Edition	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	PRODUCT AND BRAND STRATEGIES	L	T	P	C
23MS3533		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Analyze and classify product concepts, levels, and mix to formulate effective product strategies. 2. Evaluate the new product development process and implement strategies for successful product launches and diffusion of innovation. 3. Apply brand concepts, including brand platform, image, and positioning, to develop naming strategies, brand extensions to enhance brand loyalty and global branding.					
Course Outcomes:					
The student will be able to:					
1. Demonstrate mastery in product concepts, classification, and product mix to formulate comprehensive product strategies. 2. Analyze and create effective new product development processes and launch strategies. 3. Evaluate brand concepts, including brand platform, image, and positioning, to develop robust brand strategies. 4. Implement brand hierarchy techniques, execute brand extensions, and deploy global branding strategies. 5. Apply strategies to elevate Brand Equity and Brand Resonance. 6. Synthesize knowledge to craft successful Global branding strategies, ensuring market relevance and competitiveness.					
Unit: 1	Introduction to Product				4 Hours

Product concepts – Product classification – Product levels - Product mix - New product's success and failures - New product development process		
Unit: 2	New Product Strategies	5 Hours
Attribute listing, Focus group, Perceptual maps, Focus Group Interview, Monadic ratings, Paired Comparison tests, Sequential Monadic, Conjoint analysis - Test Marketing		
Unit: 3	Product Management	5 Hours
Product launch - Diffusion of innovation and adoption process - PMA for selected products in consumer goods and industrial goods categories		
Unit: 4	Brand Concepts	5 Hours
Meaning and types – Brand platform - Brand image, Brand associations, Brand identity, Brand Personality, Brand relationship, Brand hierarchy – Brand value - Brand building – brand building for consumer durables, services, corporate		
Unit: 5	Branding	5 Hours
Brand knowledge - Brand naming strategies - Brand positioning, Brand repositioning – brand leveraging - Brand equity and measurement methods - Brand Extension – Cobranding – Global Branding - Brand Loyalty		
Total Lectures		24 Hours
Reference Books		
1.	Keller, K.L. 2012. Strategic Brand Management, 4th edition , Pearson Publications.	
2.	Crawford and Benedetto ,2021,New Product Management, 12 th edition, Tata McGraw Hill, New Delhi.	
3.	Kapferer, J.N., 2008, Strategic Brand Management, 5 th edition, Kogan Page, UK.	
4.	Verma, H., 2012, Brand Management, 12 th edition, Pillappa.	
5.	Anandan. C., 2008, Product Management, Vijay Nicole, Chennai.	
6.	Ramesh Kumar, 2012, Brand Management Cases, Prentice Hall.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	CONSUMER BEHAVIOUR INSIGHTS	L	T	P	C
23MS3534		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Analyze the underlying principles and methods used in studying consumer behavior to inform consumer-driven market strategies. 2. Evaluate the consumer decision process, including alternative evaluation and non-compensatory strategies, to develop effective marketing approaches. 3. Examine influencing factors like opinion leadership, consumer personality, and motivation to understand consumer behavior, for comprehension and assessment					
Course Outcomes:					
The student will be able to:					
1. Apply underlying principles to analyze consumer behavior, informing consumer-driven market strategies. 2. Develop market strategies rooted in consumer insights, utilizing decision-making processes, including alternative evaluation and non-compensatory strategies. 3. Evaluate the impact of influencing factors, including opinion leadership scale, consumer personality, and motivation, on consumer behavior. 4. Assess consumers' responsibilities in decision-making and ethical considerations in consumer choices. 5. Analyze the dynamics of status consumption, applying knowledge for strategic decision-making. 6. Synthesize consumer behavior insights, fostering a deeper understanding and effective application in marketing and business strategies.					
Unit: 1	Consumer Behaviour	4 Hours			

Importance – Evolution – Underlying Principles – Methods of studying Consumer Behaviour – Role of Consumer Behaviour in Marketing - Consumer driven Marketing Strategy.		
Unit: 2	Consumer Decision Process (CDP)	5 Hours
Model – Stages – Factors influencing CDP - Pre-purchase process – Need Recognition: Its importance – Factors Triggering need recognitions – Search: internal vs. external search – its importance – amount of search.		
Unit: 3	Determining Alternatives	5 Hours
Constructing the consideration set – Evaluation of Alternatives: Pre-existing Vs New Evaluator, Compensatory Vs. Non-compensatory Evaluation Strategies. Purchase Outcome -Fully planned, partially planned, unplanned purchases – Purchasing in the Retail Store – Need to shop – retail image – Determinants of consumer store choice – Determinants of in-store Consumer Behavior – Types of Impulse Purchasing - Post Consumption insights.		
Unit: 4	Influencing Factors	5 Hours
Opinion leadership scale – Types – Word of mouth Communication – Family – Family Life Cycle in Consumer Behavior – Couples’ Sex Role orientation and its impact of family decisions – Diffusion of innovations. Personal Factors - Consumer Personality – Values and Life – stages – their Measurement – Consumer Motivation – Consumer Attitudes – Fischbein Multi-Attribute Attitude Model – Ideal Point – types of Needs – Impact of Culture and Subculture.		
Unit: 5	Responsibilities of consumers	5 Hours
Consumer decision making – various levels; Customer relationship management with perceptual interpretation; Message structure and presentation; Dynamics of Status Consumption; Nationality sub-cultures and religious sub-cultures; Types of reference groups and traditional family life cycle; Post-purchase process and customer satisfaction.		
Total Lectures		24 Hours
Reference Books		
1.	Loudon, David L. and Della Bitta, Albert J., 2002, Consumer Behaviour, 6 th edition, Tata McGraw Hill.	
2.	Leon G. Schiffman, Lesile Lazer Kanuk and S. Ramesh Kumar, Consumer Behaviour, 10 th edition, Pearson Education.	
3.	Solomon, Michel R, 2003, Consumer Behaviour, 3 rd edition, Prentice Hall International, USA.	
4.	Blackwell, Roger D., Miniard, Paul W., and Engel, James F., 2001, 2 nd Edition, Consumer Behaviour, Thomson South – Western, Singapore.	
5.	Kardes, Frasnk R., 2002, Consumer Behaviour and Managerial Decision Making, Prentice – Hall India Pvt. Ltd.: New Delhi.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	MARKETING COMMUNICATIONS MANAGEMENT	L	T	P	C
23MS3535		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Develop and implement an integrated marketing communications plan for analysis and creation of consistent brand message. 2. Develop practical skills in crafting effective ad appeals and utilizing various promotional tools to engage target audiences. 3. Evaluate the effectiveness of advertising campaigns, copywriting techniques, and media planning strategies to optimize marketing communication efforts.					
Course Outcomes:					
The student will be able to:					
1. Apply integrated marketing communication processes, corporate branding, and ad industry insights to develop effective marketing campaigns.					

2. Create comprehensive integrated marketing communication plans, encompassing art direction, design layout, and production for synthesis. 3. Effectively use a variety of promotional tools to engage target audiences and drive successful marketing campaigns. 4. Manage public relations, word-of-mouth influence, and sponsorships strategies, ensuring brand visibility and engagement. 5. Employ monitoring and evaluation techniques, including media planning and digital advertising, to optimize marketing communications. 6. Synthesize knowledge to design, implement, and assess marketing communication strategies, enhancing brand awareness and market impact.		
Unit: 1	Integrated Marketing Communications	4 Hours
The basic concept - Process of Integrated Marketing Communications - Introduction to brand communication and value creation – Corporate Branding and Integration – DAGMAR approach- Budgeting for marketing communication – Social, Ethical and Legal issues in advertising – Ad industry and Campaign		
Unit: 2	Integrated Marketing Communications Plan	5 Hours
Message Strategy and Media Planning -IMC Plan – Creative Brief – Ad appeal – Copy writing: Print, Radio and TV – Art Direction: Design Layout and Production – Media terms – Planning Process – Media Efficiency Estimation – Indices – GRP Rating and Share		
Unit: 3	Promotional Tools	5 Hours
Consumer Sales Promotion- Trade Promotion – Direct Marketing – Outdoor Marketing and Signage – Event Sponsorship – Online and Mobile Advertising-Social Media for Advertising and Promotion-Direct Marketing and Other Media – Mobile Engagement and CRM		
Unit: 4	Public relations and Word-of-Mouth Influence and Sponsorships	5 Hours
Packaging, Point of Purchase Communications and Signage - Proactive and reactive PR – Opinion leaders in WOM dissemination – Perspectives on Buzz Creation		
Unit: 5	Monitoring, Evaluation and Control	5 Hours
Media Planning and Scheduling of various forms of media and its management, Evaluation of Advertising, copy writing, Evaluation of Sales Promotion effectiveness, Strategies, Digital Advertising - Digital Ad strategy – types and Design – Digital Ad Landing pages - Ad targeting - Ad pricing – Ad technologies – testing and optimization.		
Total Lectures		24 Hours
Reference Books		
1.	Philip J. Kitchen , Marwa E. Tourky, 2022, Integrated Marketing Communications: A Global Brand-Driven Approach, 2 nd edition, Springer Nature.	
2.	Terence A Shimp, J Craig Andrews, 2019, Advertising Promotions and other aspects of Integrated Marketing Communications, 9 th edition, Cengage Publication	
3.	George Belch and Michael Belch, Keyoor Purani, 2021, Advertising and Promotion: An Integrated Marketing Communication Perspective, 12 th edition Tata McGraw Hill.	
4.	Chris Allen, Richard Semenik K, Thomas O’Guinn, 2018, Advertising and Integrated Brand Promotion, 8 th edition, South-Western College Publishing.	
5.	Kirti Dutta, 2016, Integrated Marketing Communications, 1 st edition, Oxford University Press.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

**DEPARTMENT OF
MANAGEMENT STUDIES**

LIST OF NEW COURSES

Course Code	Course Title	Credits
22MS2001	Professional Ethics and Value Education	0:0:2:2
22MS3001	Executive Communication	0:0:2:1
22MS3002	Artificial Intelligence for Business Intelligence	0:0:4:2
22MS3003	Career Development	0:0:2:1
22MS3004	Modeling for Business Plan	0:0:4:2
22MS3005	Professional Ethics and Value Education	0:0:2:1
22MS3006	Applications in Micro Finance	4:0:0:4
22MS3007	Financial Institutions, Markets and Services	4:0:0:4
22MS3008	Containerisation Procedures and Practices	4:0:0:4
22MS3009	Shipping and Port Management	4:0:0:4
22MS3010	International Human Resource Management	4:0:0:4
22MS3011	Learning and Development	4:0:0:4
22MS3012	Strategic Reward Management	4:0:0:4
22MS3013	Digital and Social Media Marketing	4:0:0:4

22MS2001	PROFESSIONAL ETHICS AND VALUE EDUCATION	L	T	P	C
		0	0	2	2

Course objectives

Equip the students to:

1. Teach and illustrate the importance of value based living.
2. Extend a deeper understanding about the purpose of life.
3. Recommend essential qualities to become a good leader.

Course Outcomes

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

1. Recognize the importance of value based living.
2. Discover the purpose of their life.
3. Apply the essential steps to become good leaders.
4. Construct themselves as responsible citizens with clear conviction to practice values and ethics in life.
5. Emulate as professionals with value.
6. Discover their role in building a healthy nation

S. No	Topic	Description
1	Values & Ethics	To create an awareness about the significance of values and ethics in human life.
2	Human Excellence	Integration of values (Personal values, family values, social & Institutional values)
3	Making a difference	How we can be unique and make a difference through the life of integrity and healthy relationships.
4	Human Rights	Human life is sacred and the dignity of the human person is the foundation of a moral vision for society. . (Forced labor. Human trafficking, organ stealing)
5	Stewardship	How we can be a good steward of environment, time, finance and other resources.
6	Purposeful Living	To understand the purpose of our existence in this world.
7	Digital Ethics	How to handle real-life situations from an ethical standpoint in this technological world.
8	Ethical Decision Making	Ethical decisions generate and sustain trust, demonstrate respect, responsibility, fairness and caring. These behaviors provide a foundation for making better decisions.

9	Train Your Brain	Building mind strength ---- (courage, hope, positive attitude, Knowledge, resilience, perseverance.)
10	Good to Great	Raising leaders to solve the problems of the humanity.
11	The Virtuous Citizen	Patriotic and loyal citizens of India.
12	Real life Heroes	Giving voice to the voiceless, selfless service, sacrificial giving, persecuted heroes life stories.

Reference:

1. Dr. N. Venkataiah, “Value Education”, 2007, APH Publishing Corporations
2. Aruna Goel, S. L. Goel, “Human Values and Education”, 2005, Deep & Deep Publications Pvt. Ltd
3. B. L. Sharma, B. K. Maheshwari, “Education for Values, Environment & Human Rights”, 2006, Surya Publication.
4. M.S. Singh, “Value Education”, 2007, Adhyayan Publishers & Distributors
5. Nalin K. Shastree, B.R. Dugar, J.P.N Mishra and A.K. Dhar, “Value Management in Professions”, 2006, Concept Publishing Company,

22MS3001	EXECUTIVE COMMUNICATION	L	T	P	C
		0	0	2	1

Course objectives

Equip the students to:

1. Apply the fundamentals of communication and enhance their ability to communicate professionally
2. Develop competencies in spoken and written communication necessary for the workplace
3. Demonstrate positive and effective interpersonal communication relevant to different contexts

Course Outcomes

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

1. Recognize the basics of workplace communication etiquette
2. Develop competencies in reading, speaking, and listening skills required for social and business interaction
3. Prepare different types of clear and concise written business documents and reports
4. Demonstrate competencies in presentation skills
5. Compose agenda and minutes for business meetings
6. Develop effective interpersonal communication practices

Course Description:

12 Practical Lab exercises are to be conducted on the topics mentioned below -

1. **Communication culture at the workplace- Johari Window** – Self-awareness to relate and communicate effectively at work
2. **Group Blog / Vlog /Newsletter** - Pronunciation drills / Accent- building a conversation, enhancing listening skills, developing writing skills
3. **Preparing Business Correspondence / Report** - Requests, Complaints, Appreciation, Offer, Effective Report-writing, and Summaries, Press release
4. **Presentation – Business Theme** - Planning and getting started, Making an Impression, Etiquettes in presentation.
5. **Making Meetings effective** – Purpose of meetings, Agenda preparation, chairing a meeting, minute taking
6. **Role Play -Interpersonal Communication** – Behaviour and communication, using body language, gestures, and postures, working in teams - negotiation skills, the art of persuasion, Telephonic Skills

References:

1. E. Bruce Harrison and Judith Mühlberg, 2014. Leadership Communication How Leaders Communicate and How Communicators Lead in Today’s Global Enterprise. Business Expert Press, LLC
2. Alan Barker, 2011. Improve your Communication Skills, (II Edition). Kogan Page Limited

3. Simon Sweeney, 2003. English for Business Communication, Teacher's Book, Cambridge University Press
4. Michael Bennie, 2009, Business Communication - How to write and speak English well in every business situation, 5th edition. How To Books Ltd.
5. Shane Birley, 2017. How to be a Blogger and Vlogger in 10 Easy Lessons. Hinkler Books Pty, Limited
6. Tony Alessandra and Phil Hunsaker, 2020. Communicating at Work, Embassy Books

22MS3002	ARTIFICIAL INTELLIGENCE FOR BUSINESS INTELLIGENCE	L	T	P	C
		0	0	4	2

Course objective:

Equip the students to:

1. Associate data usage in business decision making
2. Apply Excel for data analysis for decision making
3. Train application of Power BI in data analysis

Learning Outcomes:

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

1. Summarize the business situation problems data structure
2. Apply data analysis using Excel Formatting, Filtering, Logical Formulas
3. Solve the business situation using excel statistical formulas
4. Appraise the appropriate charts
5. Use the visuals using Power BI
6. Construct dashboard using Power BI

Course Description

12 practical lab exercises will be conducted on the topics mentioned below:

1. Excel - Formatting
2. Excel – Filtering
3. Excel – Logical Formulas
4. Excel – IF and IFS
5. Excel – Statistical Formulas
6. Excel – Lookup Formulas
7. Excel – Index and Match
8. Excel – Charts
9. Power BI – Drilling into the data
10. Power BI – Formatting Visual
11. Power BI – Structuring Data
12. Power BI – Power BI Dashboard

Note: the above said problems could be solved using Excel 2019 and Power IB

Reference Books:

1. Michael Alexander Richard Kusleika John Walkenbach, “Excel 2019 Bible”, 2018, Wiley
2. Greg Harvey, “Excel 2019 All-in –One- for Dummies”, 2018
3. Mike Girvin, “Slaying Excel Dragons: A Beginners Guide to Conquering Excel’s Frustrations and Making Excel Fun”, 2011, Holy Macro Books
4. Mike Girvin, “Ctrl+Shift+Enter Mastering Excel Array Formulas: Do the Impossible with Excel Formulas Thanks to Array Formula Magic”, 2013, Holy Macro Books.
5. Brett Powel, “Mastering Microsoft Power BI”, Packt
6. Dan Clark, “Beginning Power BI”, Apress

22MS3003	CAREER DEVELOPMENT	L	T	P	C
		0	0	2	1

Course objectives

Equip the students to:

1. Explain the importance of setting career goals and career pathway
2. Relate with confidence at the workplace through enhancing their employability skills
3. Develop a positive self-image to deal with the workplace situations

Course Outcomes

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

1. Recognize the desired career goal and plan their career pathway
2. Present a compelling elevator speech for personal branding
3. Develop abilities to participate in group discussions and write an effective CV
4. Prepare an interview portfolio with relevant documents
5. Create a professional LinkedIn profile and gain professional membership
6. Apply professional skills with credibility and confidence within a broad range of contexts and groups

Course Description:

12 Practical Lab exercises are to be conducted on the topics mentioned below -

1. **Career Options & Career Path Planning Task** – How do I see myself in five years professionally
2. **Elevator Speech –(Self-Marketing) – Presentation-** Making an Impression, Etiquettes in presentation
3. **Group Discussion and CV preparation**–Participating in Group discussion with confidence, writing a compelling CV
4. **Preparing an Interview Portfolio** –Professional folder, developing interview skills, winning in interviews
5. **LinkedIn Profile & Professional Membership** – Creating a professional LinkedIn profile and registering for professional membership of interest (free)
6. **Positive self-image – Roleplay** -Building self-confidence, fostering a positive self-image and positive attitudes in the workplace

References:

1. Lydia E. Anderson and Sandra B. Bolt, 2016. Professionalism: Skills for workplace success. Fourth Ed. Pearson
2. Devajit Bhuyan. 2012. The Complete Guide to Career Planning. V and S Publishers.
3. Rebecca Corfield. 2010. Preparing the Perfect CV. Kogan Page
4. Susan Chritton, 2012. Personal Branding for Dummies. John Wiley and Sons.
5. Edgar Thrope and Showick Thrope. 2012. Winning at Interviews. Pearson Publishing Co.
6. Adrian Wallwork, CVs, Resumes and LinkedIn – A Guide to professional English, Springer

22MS3004	MODELING FOR BUSINESS PLAN	L	T	P	C
		0	0	4	2

Course Objectives

Equip the students to:

1. Develop an entrepreneurial mindset
2. Relate to practical aspects of starting a company
3. Select models for venture creation

Course Outcomes

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

1. Describe the nuts and bolts of opportunities taken away by Successful Entrepreneurs.
2. Identify the tools and techniques involved in Business plan process.
3. Prepare and evaluate complete business plan (from concept to financial forecasts).
4. Develop a Business Plan suitable for companies of select Industry.
5. Construct a Business Model of a start-up evaluating the available opportunities.
6. Demonstrate a Business Model Analysis of Entrepreneurs.

Course Description

12 Practical Lab Exercises are to be conducted on the Topics mentioned below:

1. Entrepreneurial Business Opportunities-Case Studies on Successful Entrepreneurs.
2. Business Plan Content Presentation-Using Tools & Techniques to identify/evaluate Opportunities and acquire /manage resources
3. Business Plan Content Presentation-Using Financial tools for estimating economic viability
4. Business Plan Format- Detailing Industrial Concern
5. Recognizing Opportunity and Building Business Models - Evaluating new venture opportunities
6. Business Model Analysis- Based on Real Time Case Study of Entrepreneurs.

Note: This course will be offered in Real Time Application using Business Case Analysis and Business Plan Models.

Reference Books

1. Leong, Alan "Introduction to writing a Business Plan. Carnation, WA: Koyoti, 2013
2. Bangs, David. "A Crash Course on Financial Statements for Small Business Owners. Madison, WI: Entrepreneur Press, 2010
3. Wolk, Andrew and Kreitz, Kelley (2008) Business Planning for enduring social impact: A Social - Entrepreneurial approach to solving social problems Cambridge: Root cause
4. Harris, Hank" (2008) Business plan or strategic plan: what's the Difference".
5. Brinckerhoff, Peter C. (2000) Social Entrepreneurship: The art of mission-based venture Development New York: John Wiley & Sons
6. Gregory, J, Emerson, Jed and Economy, Peter, ed (2002) Enterprising Non-profits: A Toolkit for Social Entrepreneurs New York: John Wiley & sons.
7. SAMPLE BUSINESS PLAN
https://media.wiley.com/product_ancillary/8X/07879723/DOWNLOAD/Benetech.pdf

22MS3005	PROFESSIONAL ETHICS AND VALUE EDUCATION	L	T	P	C
		0	0	2	1

Course Objectives:

Equip the students to:

1. Identify pain areas of humanity and to find solutions for human problems.
2. Impart knowledge on essential qualities to become a leader.
3. Realize their role in the nation building.

Course Outcomes:

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

1. Identify the pain areas of humanity and find solutions for human problems.
2. Emulate as leaders with social concern.
3. Lead a balanced life with emotional stability.
4. Apply the essential steps to become value based professionals.
5. Abide to the law of the land.
6. Realize their role and contribution to the nation building

Sl. No.	Topic	Description
1.	Life Balance	To create an awareness about maintaining balances in many essential and important areas in life.
2.	Assertiveness	How to stand up for your own or other peoples' rights in a calm and positive way, without being either aggressive, or passively accepting wrong. (Gender equality, women empowerment, rich, poor divide, fundamental rights)
3.	Minimalism	How to lead a minimalist lifestyle, living with fewer resources happily.
4.	Emotional Intelligence	How to develop the ability to understand, use, and manage the emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict.

5.	Boundaries	How to set boundaries in various important areas in life. (Male & female relationship, speeches, finance)
6.	Love, marriage, sex	Understanding the real meaning for a wholesome life.
7.	Comradeship	How to develop the feeling of friendliness, goodwill, and familiarity among the people
8.	Collaboration	How to collaborate with people for success and build healthy relationships (academic, emotional, social).
9.	Mindsets	Importance of mindset and how to develop the growth mindset for a successful life.
10.	Social awareness	Recognizing the strength in others, expressing gratitude, empathy, taking others perspective.
11.	Contemporary Challenges	Corruption, LGBTQ, loss of natural resources, cyber security, minority rights, chemical waste, unemployment
12.	Human response to humanitarian needs	How to find solutions to the human problems

Reference:

1. Emotional Intelligence: Why It Can Matter More Than IQ, Daniel Goleman, Bloomsbury India; 2011th edition (30 March 2021); Bloomsbury India.
2. Sex, Love & Marriage, Zaccoonan, Jyoti Pocketbooks, 2015.
3. The 7 Habits of Highly Effective People, Steven Covey, Mango Media, 2005.
4. The Joy of Less: A Minimalist Guide, Francine Jay, Chronicle Books; 1st edition (26 April 2016).
5. The Power of your potential: how to break through your limits, John C. Maxwell, Center Street (1 May 2018).
6. Envisioning an empowered Nation: technology for societal transformation. Dr. Abdulkalam, McGraw Hill Education (28 June 2007).

22MS3006	APPLICATIONS IN MICRO FINANCE	L	T	P	C
		4	0	0	4

Course objectives:

Equip the students to:

1. Provide a broad understanding about the role of microfinance in alleviating poverty
2. Recognize the contextualized framework of sustainable development issues.
3. Evaluate the microfinance institutions and their functions

Course outcomes:

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

1. Classify the promotional microfinance activities.
2. Remember the history of problems and issues pertaining to microfinance
3. Apply knowledge in utilizing the micro credit services
4. Analyze the SHG growth and development
5. Evaluate existing rural and urban credit structures
6. Appraise the micro finance institution performance.

Module 1: Microfinance: Poverty Initiatives in India (8 hours)

Poverty Alleviation Programs -Shortcomings – Bangladesh Grameen Experiment, Savings Program – Micro Credits Summit 1997 and Policy Planning, Micro Credits and Microfinance: Agenda for Policy Planning. Government Initiatives for Rural Development: Agricultural Credits

Module 2 Role of Development Banks, Commercial and Cooperative Banks MFIs on Rural Credits (10 hours)

Schemes and Projects of National Bank for Agriculture and Rural Development (NABARD) – The District Industries Center (DIC) –National Backward Classes Finance and Development Corporation- Lead Bank

Scheme. Schemes of Commercial and Cooperative Banks on Agricultural and Non-Agricultural Business Credit Linked Promotion Schemes.

Module 3 Government Schemes for Rural Development (10 hours)

Self-Employment and Entrepreneurship Development. Self Help Group Approach: Concept- Objective – Promotion, Group -Dynamics in Growth of SHGs: Issues to be addressed. Best Practices in Microfinance – Empowerment Strategy, Networking of Self Help Groups; Institutionalization of Self Help Movement

Module 4 Non-Banking Products and Performance Evaluation on Micro Finance (10 hours)

Development of Microfinance Products: Types of Products – Savings and loan products – Micro insurance, Regulation of Micro insurance; Insurer MFI Partnership Model – Securitization, Need for Securitization in India – Financial and Non-financial Parameters; Approach for MFI Evaluation – CRISIL Model, CRISIL's Criteria for MFI Evaluation

Module 5 Micros (10 Hours)

Central Government Regulatory Framework-Recommendations – E-governance for Rural Masses - RBI Guidelines for Self Help Group Loan Schemes and State Government Regulation- Women entrepreneurship on SHGs and State

Module 6 Quality of Credit in MFIs (10 hours)

Identifying the Qualitative information of the borrower/ Entrepreneur (Off Balance Sheet) Credit Assessment, Appraisal and Effective supervision and follow up. Predicting Loan failures using multiple discriminant analysis.

References:

1. Karmakar K G, National Bank for Agriculture and Rural Development (NABARD) Mumbai Microfinance In India, (2008), Sage Publications Pvt Ltd, New Delhi
2. N Srinivasan, Microfinance India, State of the Sector Report 2009, SAGE Publications Pvt. Ltd, New Delhi
3. Wilson, Kim, Harper, Malcolm & Griffith, Mathew, Financial Promise for the Poor, How Groups Build Microsavings,(2010), Books for Development, Bangalore.
4. Shukla, Rajesh, How India Earns, Spends & Saves Unmasking the Real India?National Council for Applied Economic Research, New Delhi.
5. Karmakar K.G, Micro Finance in India, SAGE Publication

22MS3007	FINANCIAL INSTITUTIONS, MARKETS AND SERVICES	L 4	T 0	P 0	C 4

Course objectives

Equip the students to:

1. Describe the concepts of Financial Institutions, Financial markets, financial institutions and financial intermediaries.
2. Analyse the Digital transformation in Financial Sector
3. Examine the role of recent developments in financial system in our country and its contributions for the economic development of our country.

Course outcomes

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

1. Remember the Financial system and the economic development of our country
2. Explain the roles of Financial markets, financial institutions and financial intermediaries.
3. Apply the relevance of Financial Instruments
4. Analyse the Digital transformation in our Financial Sector.
5. Evaluate Financial Institutions and Financial services for the economic development of our country.
6. Appraise the financial services available in the system

Module 1: Financial System (10 Hours)

Structure of Indian Financial System Introduction to financial Services - characteristics of services - Distinctiveness of financial services - financial systems and markets - concepts, Nature and Scope in India -

Financial Intermediaries - Corporate financial services - Retail financial services - financial institutions changing technologies and regulations.

Module 2: Financial Markets (10 Hours)

Financial Markets- Money market-Organized and Unorganized- Sub markets-Capital market- Primary market – FPO - NFO-Book Building-Right Issue-Private placement- Bonus issue-Buy-back and Secondary Market.

Module 3: Financial Services& Financial Instruments (10 Hours)

Nature and scope of financial services:introduction-Objective-meaning of financial services classificationof financial service industry-Call money markets- Treasury bills-Repurchase agreements- REPOS/Reverse REPOS -Commercial paper- Certificate of deposits- Commercial bill market- Interbank participation certificate.Financial innovation- causes of financial innovation- Innovative Financial Instruments- Challenges Facing the Financial Services Sector - The management and development of financial services, sales and service outlets in western and emerging economics.

Module 4: Financial Institutions (10 Hours)

Financial institutions - Commercial banks, Co- operative banks, Public Sector and Private Sector Banks, New generation private sector banks, Foreign Banks, RBI, Payment banks, small banks, NBFC, Insurance co, Mutual funds.

Module 5: Financial Regulatory Authorities & Digital Transformation (10 Hours)

Financial Regulatory authoritiesand their functions- SEBI, IRDA, RBI - Digital transformation - Payment and settlement system RTGS/NEFT/IMPS/UPI/AEPS - SWIFT / SFMS / RBI Gate way - National Financial Switch - IDRBT - Functions of RBI / NPCI on payment system in our country - Role and functions of Stock Exchanges- BSE / NSE.

Module 6: Financial Services Industry (10 Hours)

Emergence and developments- Fund based services- Merchant banking- Non-fund based services-Leasing and hire purchasing- Bill discounting and Factoring - Forfeiting - Securitization- Mutual funds- Credit Rating - Venture capital funds- Depository participants- Fin tech Companies .

References:

1. FedrickMishkin, Stanley Eakins, Financial Markets and Institutions, 6th Edition, Perasons publishers
2. Peter Howells, Keith Bein, Financial Markets and Institutions, 5th Edition 2007
3. Pathak B.V. (2003), 'Indian Financial System', (1st edn.), Tata McGraw Hill, New Delhi
4. NaliniPravaTripathi (2005), Financial Services, (3rd edition), Prentice Hall India, Delhi.
5. Avadhani, A. (1999), Marketing of Financial Services, (2nd edition), Himalaya Publishing House, Mumbai.
6. G.RameshBabu, Financial Services in India, (2005), (1st edition), Concept Publishing company, New Delhi.
7. ThummuluriSiddaiah, Financial Services, Pearson, 2011.
8. Bharati V. Pathak, 2011, The Indian Financial System: Markets, Institutions and Services, Pearson

22MS3008	CONTAINERISATION PROCEDURES AND PRACTICES	L	T	P	C
		4	0	0	4

Course Objectives:

Equip the students to:

1. Deliver theoretical and practical knowledge in handling methods, transportation modes and various conventions pertaining to carriage of cargo.
2. Deliver the insights of the multimodal operations
3. Provide inputs on various conventions related to world cargo movements

Course outcomes:

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

1. Describe the different concepts of containerization
2. Explain the characteristics of containerized cargoes
3. Examine the multimodal possibilities for cargo movement
4. Categories the shipping services available for trade movement
5. Justify the various policies been evolved through conventions

6. Plan appropriate containerization package for a given consignment

Module 1: Containerization (10 Hours)

Introduction - Major Container Trades - Container Operators - Container Ships - Terminal- Consideration of Container Terminal Planning - Container Distribution – Container types - ISO Container Dimension by types - non-Containerable cargo - Features of Containerization - Equipment for non-containerable cargo.

Module 2: Cargoes (10 Hours)

International Trade Distribution - Stowage: Meaning –Port Trust formalities in handling Cargoes -Stowage of cargo – Factor Consideration - Types of cargo - Characteristics - Cargo and Container handling equipment - Types of Packing- Marking of cargo - Dangerous Cargo - IMDG Code –Classes.

Module 3: Multimodalism (10 Hours)

Introduction - Multi modalism: Multi-modal Trade Routes - Evolution - Basic Intermodal System - Modal Interface Factors outline why shipper favour Multi-modalism - Factors in Development Features -Multi-Modalism Strategy –Components.

Module 4: Multi Modal Operation (10 Hours)

Introduction - Liners - Tramps - Specialized Vessels - Terms - Road transport vehicle – Road Transport Weight and Measurement - Rail Transport Vehicle and Equipment – Air Transport - Ports - LCL - FCL - NVOCC - Freight forwarders - Consolidator - ICD CFS- Free Trade Area - SEZ - Factors affecting mode and route choice.

Module 5: Conventions on Multimodal Transport (10 Hours)

Introduction - Conventions relating to multimodal transport: Cargo Liability Convention: International Conventions relating to Bill of Lading (The Hague and Hague/Visby Rules (Appendix 8) - Hamburg Rule - Convention relating to through Transport operation by Land, Rail, Air - Conventions relation to Dangerous Cargo - Carriage of Perishable Goods - International Convention for safe containers 1972 (CSC).

Module 6: Governance in Containerization Industry (10 Hours)

Introduction–RFID for container identification –Legal formalities for Road, Air and Shipping Containers in India. Courier Container/Shipping Container/Air Container/Road Container Companies' Performance.

References:

1. Rolf Neise, Rolf Neise (2018), Container Logistics: The Role of the Container in the Supply Chain (1e), Kogan Page
2. Harry Geerlings (2017), Ports and Networks: Strategies, Operations and Perspectives (1e), Routledge
3. Hariharan, K. V. (2002) A Textbook on Containerization and Multimodal Transport. Shroff Publishers and Distributors: New Delhi.
4. Alan E Branch & Michael Robarts (2014) Branch's Elements of Shipping. 9th Edition, Routledge Publication.
5. Claus, Hyldager (2013) Logistics and Multi-modal Transport. 2013 Edition, Institute of Chartered Shipbrokers.
6. H. Haralambides (2015), Port Management, Palgrave Macmillan
7. Kevin Tierney (2015), Optimizing Liner Shipping Fleet Repositioning Plans (Operations Research/Computer Science Interfaces Series Book 57), Springer

22MS3009	SHIPPING AND PORT MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

Equip the students to:

1. Learn Port structure, shipping, functions, and operations.
2. Understand the Port and Shipping management for logistics.
3. Learn the role of intermediaries in Port Management

Course outcomes:

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

1. Recognize the nuances in Port and shipping Management
2. Discuss the functions of major and minor ports
3. Examine the operational functions of Shipping and Ports.

4. Categorize the Berth and Terminal facilities of each Indian Ports
5. Assess the shipping and port technologies of India and the rest of the world
6. Synthesize the port, shipping and berth times to offer effective logistics to clients

Module 1: Port Structure and Functions (10 Hours)

Definition – Classification of ports- Major Ports, Minor Ports and Intermediate Ports –Layout of a Ports – Organisational structure –Infrastructure and connectivity

Module 2: Shipping Company Structure (10 Hours)

Organization of a shipping company – Roles of Commercial, Technical & Crewing departments – In house vs outsourcing of Ship Management functions – Ship Registries, National vs Open Registries – Ship Classification societies

Module 3: Port Functions and Cargo Safety (10 Hours)

Administrative functions - Operational functions- Services and facilities for ships - Administrative formalities - Additional “added value” service- Ports and their stakeholders like PHO, Immigration, Ship agents, Stevedores, Cargo transfer - Services and facilities for cargo - Safety of cargo operations - Cargo security: Measuring and evaluating performance and productivity - cargo positioning - Developments in cargo/container handling and terminal operation

Module 4: Commercial Operations (10 Hours)

Commercial operations related to voyage – Voyage estimates – Time charter yield calculations – Bunkering operations – Factors affecting vessel performance – Post fixture Management – Lay time calculation – Demurrage, Despatch calculation - Seaborne Trade & Merchant Fleet - Port Economics - Shipping Finance and Insurance - Chartering and Ship Broking.

Module 5: Port and Shipping Management (10 Hours)

Elements of port and Shipping management Growth and development of ports - Growth in world trade - Changes in growth Development in terminal operation - Public Private Partnership and Port Development- Evolution of ports in a competitive world Alternative Port Management Structure and Ownership Models - Crew management companies –Maritime training establishments.

Module 6: Automation and Technology in Shipping and Port Management (10 Hours)

Technology introduction in Shipping and Port management – E-Tracking – Port time and ship speed - Other technical development affecting shipping and port - AI based smart ports - Automation and Robotics in shipping and Cargo Handling.

References:

1. Professor Dong-Wook Song, Photis Panayides (2015), Maritime Logistics: A Guide to Contemporary Shipping and Port Management (2e), Kogan Page
2. Patrick M. Alderton. 2008, Port Management and Operations. Information Law Category, U.K.
3. Harry Geerlings, Bart Kuipers, et al. (2017), Ports and Networks: Strategies, Operations and Perspectives (1e), Routledge
4. World Bank. 2007, Port Reform Tool Kit. World Bank, Washington.
5. Maria G.Burns. 2014., Port Management and Operations. CRS Press, U.K.
6. Alan E.Branch. 2008, Elements of Shipping. Chapman and Hall, Fairplay Publications, U.K.
7. De Monie. 1989, Measuring and Evaluating Port Performance and Productivity. UNCTAD, New York.

22MS3010	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives

Equip the students to:

1. Know the effects of International Staffing
2. Know the Compensation and Benefits at International level
3. Recognize the training and development need in MNCs

Course Outcomes

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

1. Remember the approaches of International HRM

2. Describe the Socio-cultural context and related issues
3. Apply the Legal issues in Global workforce management
4. Analyse the issues, Training and theoretical developments
5. Evaluate International Compensation approaches and Labour relations
6. Create innovative ideas on Country specific relatives in 21st century

Module1: Introduction to International HRM (8 Hours)

Approaches-Challenges in global labour market-Linking HR to International expansion strategies

Module 2: Socio-cultural context Issues (12 Hours)

Culture and employee management issues: responding to diversity, challenges of localization- global integration- differentiation- Mastering expatriation, Cross Cultural Training Techniques

Module 3: Institutional & Structural Context (14 Hours)

Managing alliances and joint ventures- HR challenges in cross-border integrations-Legal issues in global workforce management, Labour Laws in India and Abroad.

Module 4: Staffing in International context (9 Hours)

Appraisal of expatriate - third and host country employees- issues in international performance management, international training, Staffing Strategies in Ethno Centric, Poly Centric and Geo Centric Approaches,

Module 5: International Compensation: (7 Hours)

Approaches-composition-social security systems across countries, Emerging issues, International Labour Relations,

Module 6: HRM practices in different countries: (10 Hours)

Study on the cultural dimensions of HRM in 21st Century, Comparative industrial systems, and country specific business realities.

References:

1. K Aswathappa and Sadhna Dash (2020) International Human Resource Management, McGraw Hill Publications
2. P L Rao (2012), International Human Resource Management: Text and Cases, Publisher: Excel Books
3. Terence Jackson, (2002), International HRM: A cross- cultural Approach, Sage Publications.
4. Chris Brewster, Hillary Harris, (1999), International HRM: Contemporary Issues in Europe, Publisher: Routledge
5. Ibraiz Tarique, Dennis R. Briscoe, Randall S Schuler (2015), International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM) by. Publisher: Routledge

22MS3011	LEARNING AND DEVELOPMENT	L	T	P	C
		4	0	0	4

Course Objectives

Equip the students to:

1. Comprehend the theory surrounding learning and implications of learning process
2. Provide the application of training methods and help prospective trainers to create a value through Training and Development
3. Successfully deal with competitive challenges emerging in the new horizon

Course Outcomes

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

1. Recognize the importance of learning theories and the need for training and development for employees
2. Summarize different types of training and its suitability and training process
3. Identify the training needs of the employees
4. Design and develop the training programs for employees
5. Illustrate the implementation and evaluation of the training imparted to the employees
6. Appraise the learners' capability using the various tools and thereby create appropriate training application and Portals

Module 1: Introduction to Learning(8 Hours)

Meaning and characteristics of Learning, Laws of learning, Learning curve, Plateau in learning, Influence of motivation on learning. Theories of learning – Implications of Learning Process on Instruction, Learning style.

Module 2: Training and Development(9 Hours)

ADDIE Model and Training Design Process — Impact of Organizational Vision, Mission and Values on Training — Models of Organizing Training Department — Considerations for Effective Training Design.

Module3: Training Needs Analysis(10Hours)

General Process of Training Needs Analysis (TNA) — Michalak & Yager Process and Mager & Pipe Model of Performance Gap Analysis — Output of TNA — Organizational, Operational & Person Analyses and their Data Sources — Competency Modelling — Proactive and Reactive TNA.

Module 4: Training Design &Development(12 Hours)

Why Use Training Objectives — Developing Objectives for Training — Bloom's Taxonomy for Learning Objectives — Elaboration Theory for Content Sequencing — Gagne's Instructional Events for Lesson Design — Merrill's Components Display Theory for Topic Design — Development of Training Programmes.

Module 5: Training Implementation & Evaluation (12 Hours)

Training Implementation - Types of Management Development Programmes & Executive - Level Management Development; Training Evaluation - Outcomes of Training Evaluation — Kirkpatrick's Model of Learning Analytics and Evaluation Practices - Types of Evaluation Designs - Measuring Training's Impact.

Module 6: Learners Capability Evaluation(9 Hours)

Evaluation of learners' capability based on Bloom's Taxonomy (activity) -Training Need Analysis for placement (activity) - Computer Based Training Apps & Portals (presentation) - Approaches to Employee Development; E-Learning – The New Way of Employee Training: Role of Artificial Intelligence in Learning and Development.

References

1. Bhattacharyya, D. K. (2015). Training and Development: Theory and Applications, Dewey 23rd ed., SAGE Publications India Pvt, Limited.
2. Watson, Sherri & Raymond, A. Noe (2017), Employees Training and Development, 4th ed., Tata McGraw Hill Education, New York.
3. Blanchard, P.N., and Thacker, J.W., (2019), Effective training: Systems, strategies and practices, 6th ed., Prentice Hall of India
4. Armstrong Michael (2014), A Handbook of Human Resource Management Practice, 14th ed., Kogan Page.
5. Erasmus, B., et al. (2015). Managing Training and Development, 7th ed., Oxford University Press, South Africa
6. Lynton Rolf and Pareek Udai (2011), Training for Development 3rd ed., Sage Publications, New Delhi.
7. Stephen Gibb, (2002), Learning and Development: Processes, Practices and Perspectives at Work, Palgrave Macmillan

22MS3012	STRATEGIC REWARD MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives

Equip the students to:

1. Impart an insight into compensation structure followed in the industry
2. Understand the value/ process of framing of different benefit plans
3. Explore methods by which labour costs could be controlled

Course Outcomes

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

1. Remember the basic compensation concepts and the context of compensation practice
2. Classify different ways to strengthen the pay-for-performance link.
3. Apply the concepts of Payment and employee benefits issues for contingent workers.
4. Analyse the Pay for Performance Plan for implementing in Industries.
5. Evaluate the implications for strategic compensation and possible employer approaches to managing legally required benefits

6. Create incentive schemes, benefit plans based on organizational/industry requirements

Module 1: Introduction to Strategic Reward Management (10 Hours)

Compensation: Definition - Objectives, Compensation Systems: Components - Dimension, Job Evaluation: Definition – Objectives - Principles – Non-Analytical and Analytical Methods.

Module 2: Performance Appraisal (10 Hours)

Basic concepts: Definition –Importance – Process, Appraisal Methods: Common Rating Methods – Specific Rating Methods - Balanced Score Card (BSC) Framework – Rating Errors, Performance standard: Definition – Measures, Compensation: Classification – Types- Incentives-Fringe Benefits

Module 3: Theories of wages: (10 Hours)

Wage: Definitions, Difference between Wage & Salary, Theory of Wages: Types, Wage structure& fixation: Categories – Wage Payment system, Wage & Salary Administration: Introduction – Process & Steps involved in determining wages – Methods of wage fixation.

Module 4: Pay for Performance Plan (10 Hours)

Pay for Performance Plan: Introduction- Designing, Types of Pay for performance: Short Term – Team Incentive – Long Term Incentive, Shop Floor Incentives, Sales Force Incentive Schemes

Module 5: Profit Sharing and Gain Sharing (10 Hours)

Profit Sharing: Definition – Features – Types – Profit Sharing in India, Gain Sharing: Introduction – Characteristics & Benefits, Types of Gain Sharing Plans: Scanlon – Rucker – Improshare – Employees Stock Ownership Plan (ESOP), Role of Performance Appraisals in determining pay for performance.

Module 6: Incentive and Benefit Plans (10 Hours)

Incentive plans: Introduction – Principles - Guidelines for developing sound Incentive Plan – Types (Based on Finance involvement) – Types (Based on Function), Employee Benefits: Introduction – Components – Employee Benefits in India, Role of Union in determining compensation, Current Scenario of Strategic Reward Management in India

References:

1. B. D. Singh (2017) Compensation and Reward Management, Excel Books
2. John G Fisher (2015), Strategic Reward and Recognition: Improving Employee Performance Through Non-Monetary Incentives. Publisher: Kogan Page
3. K. Aswathappa, (2017), Human Resource Management Tata McGraw Hill Publishing Company Ltd.
4. Milkovich, G.T., and Newman, J.M., (2005) Compensation (8th edn.), India: Tata McGraw Hill
5. Richard I. Henderson, (2006) Compensation Management in a Knowledge Based World (10thedn.), India: Pearson Education

22MS3013	DIGITAL AND SOCIAL MEDIA MARKETING	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Impart the knowledge on the functions of digital and social media marketing for the purpose of using the same in attracting and retaining customers.
2. Enable them to create, measure and make decisions on digital marketing strategies
3. Recognize the impact of social media marketing by providing insights into social analytics, metrics, and measurements and challenges in the digital Media Mix

Course Outcomes

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

1. Recognize skills in web marketing management.
2. Examine functional skills to analyze digital media.
3. Analyze and audit existing digital and social media marketing
4. Apply Optimizing strategies in Social Media for Search Engines
5. Create blogs, podcast updating and maintenance
6. Develop skills in taking decisions concerning appropriate digital media mix.

Module 1 (8 hours)

Introduction to Digital Marketing: Nature and Scope of Digital Marketing, Evolution of Digital

Marketing, Traditional versus digital marketing, Integration of Market Place from brick & mortar to virtual, Inbound and Outbound marketing, Digital Natives Vs Digital Immigrants. Digital transformation.

Module 2 (8 hours)

Social Media and Communication Mix – Benefits & Challenges – Social Media and Customer Engagement – ROC – New Role of Customers – The Social Business Eco system – REAN, RACE, Integrating Social Media with Overall Market efforts – Developing Social Media Marketing plan.

Module 3 (18 hours)

Social Media Business Blocks: Segmenting B2C Market – B2B Markets – managing the cyber social Campaign – Joining the Conversation – Lurking and Listening – Engagement with Audience – Staying Engaged – Engagement on the Social Web – Social Objects – Social graph – Social Applications – leveraging Search Engine Optimization (SEO) for Social Media – Optimizing Social Media for Search Engines - Advertising in Search. The Elements of a Search Ad. Targeting Options. Bidding and Ranking for Search Ads. Tracking. Advantages and Challenges. Online Advertising: Introduction, Types of Display Adverts. Payment Models for Display Advertising. Getting Your Ads Online. Targeting and Optimizing.

Module 4 (10 hours)

Digital Media Mix: Blogs, Podcasts, Vlogs – Blog – Create a Podcast – Producing the Video cast – Measuring Blogging, Podcasting, Vlogging Metrics – Twitter – Twitter applications – Twitter Metrics. Digital Media Metrics: Facebook Features – Analyzing Facebook Metrics – LinkedIn – Linked in Nuts and Bolts – maximizing LinkedIn – Measuring the Results – Other Social Media Marketing Sites – Communities.

Module 5 (8 hours)

Digital Media Analytics and Measurements: Social Analytics – Quantitative Measurement – web analytics – Business Analytics – Delving into Data – Planning the Measurement Strategy – Started with Google Analytics - Comparing Metrics from different marketing techniques

Module 6 (8 hours)

Tallying the bottom line – Determining ROI – Multiplying the Impact – Integrating with public relations – Integrating with Paid Advertising – Integrating with Web site. Role of AI in Digital Marketing - MARTECH.

References:

1. Puneet Singh Bhatia, “Fundamentals of Digital Marketing, Wiley India Pvt.Ltd, New Delhi,
2. Dave Evans and Jake Mckee, “Social Media Marketing – The Next Generation of Business Engagement”, Wiley India pvt. Ltd, New Delhi, 2011.
3. Jan Zimmerman and Doug Sahlin, “Social Media marketing for Dummies”, Wiley India Pvt. Ltd, New Delhi, 2012.
4. Liana “Li”Evans, “Social Media Marketing – Strategies for Engaging Facebook, Twitter and other Social media”, Pearson Education, New Delhi, 2011.
5. Matt bailey, “Internet Marketing”, Wiley India Pvt. Ltd, New Delhi, 2012.
6. Hollis Thomases, “Twitter Marketing”, Wiley India Pvt. Ltd, New Delhi, 2012.

**DEPARTMENT OF
MANAGEMENT STUDIES**

LIST OF NEW COURSES

List of New Courses offered for B.Tech - Effective from 2020 Batch

Course Code	Course Title	Credits
20MS2005	Soft Skills	1:0:0:1
20MS2006	Professional Ethics	2:0:0:2
20MS2007	Business Plan	3:0:0:3
20MS2008	Artificial Intelligence for Business	3:0:0:3
21MS2001	Business Skills	2:0:0:2
21MS2002	Entrepreneurship Development	3:0:0:3
21MS2003	Business Analytics	3:0:0:3

List of MBA Electives Effective from 2020 Batch

Course Code	Course Title	Credits
21MS3001	Business Intelligence Using Tableau	0:0:4:2
21MS3002	Python For Managers	0:0:4:2
21MS3003	Text Mining and Analytics	3:0:0:3
21MS3004	Business Venture Analytics	3:0:0:3
21MS3005	Business Intelligence	3:0:0:3
21MS3006	Internet Of Things	3:0:0:3
21MS3007	Personalization Techniques And Recommender System	4:0:0:4
21MS3008	Data Science For Fraud Detection	4:0:0:4
21MS3009	Descriptive Modeling	4:0:0:4
21MS3010	Predictive Modeling	4:0:0:4
21MS3011	Healthcare Data Analytics	4:0:0:4
21MS3012	Machine Learning	4:0:0:4
21MS3013	Big Data In Practice	4:0:0:4
21MS3014	R For Business	4:0:0:4
21MS3015	Social Media Data Mining And Analytics	4:0:0:4
21MS3016	Financial Modeling	0:0:4:2
21MS3017	Financial Data Analytics	0:0:4:2
21MS3018	Big Data, Artificial Intelligence and Machine Learning in Financial Services	3:0:0:3
21MS3019	Block Chain And Crypto Currency	3:0:0:3
21MS3020	Applications in Micro Finance	3:0:0:3
21MS3021	Financial Institutions, Markets and Services	3:0:0:3
21MS3022	Strategic Cost Management	4:0:0:4
21MS3023	Security Analysis and Portfolio Management	4:0:0:4
21MS3024	Financial Derivatives	4:0:0:4
21MS3025	Digital Transformation in Banking and Insurance	4:0:0:4
21MS3026	Financial Analysis and Reporting	4:0:0:4
21MS3027	Income and Corporate Taxation	4:0:0:4
21MS3028	Personal Finance and Wealth Management	4:0:0:4
21MS3029	Financial Risk Management	4:0:0:4
21MS3030	Forensic Accounting and Integrative Audit	4:0:0:4
21MS3031	Payroll and Legal Compliance	0:0:4:2
21MS3032	Human Resource Analytics	0:0:4:2
21MS3033	Strategic Reward Management	3:0:0:3
21MS3034	Learning and Development	3:0:0:3
21MS3035	Artificial Intelligence and Machine Learning in HRM	3:0:0:3
21MS3036	International Human Resource Management	3:0:0:3
21MS3037	Strategic Human Resource Management	4:0:0:4
21MS3038	Talent Acquisition	4:0:0:4

21MS3039	Industrial Relations and Labour Legislations	4:0:0:4
21MS3040	Competency Frameworks, Assessment and Development Centre	4:0:0:4
21MS3041	Organizational Development and Change Management	4:0:0:4
21MS3042	Cross Culture Management	4:0:0:4
21MS3043	Collective Bargaining and Negotiation	4:0:0:4
21MS3044	Corporate Social Responsibility	4:0:0:4
21MS3045	Emotional Intelligence and Stress Management	4:0:0:4
21MS3046	Export Import Documentation	0:0:4:2
21MS3047	Import Export Data Analytics	0:0:4:2
21MS3048	International Finance	3:0:0:3
21MS3049	Managing Cross Culture in International Business	3:0:0:3
21MS3050	Management of MNCs	3:0:0:3
21MS3051	International Intellectual Property Rights	3:0:0:3
21MS3052	Global Resources	4:0:0:4
21MS3053	International Logistics Management	4:0:0:4
21MS3054	International Trade Procedures and Documentation	4:0:0:4
21MS3055	Foreign Exchange Management	4:0:0:4
21MS3056	International Strategic Management	4:0:0:4
21MS3057	International Marketing Management	4:0:0:4
21MS3058	International Trade Research	4:0:0:4
21MS3059	Foreign Trade Policy of India	4:0:0:4
21MS3060	International Project Management	4:0:0:4
21MS3061	Spatial Data Analytics	0:0:4:2
21MS3062	ASCEND TMS	0:0:4:2
21MS3063	Lean Six Sigma in Logistics and Supply Chain Management	3:0:0:3
21MS3064	Port Management in Logistics	3:0:0:3
21MS3065	Containerisation Management	3:0:0:3
21MS3066	Supply Chain Risk Modeling and Management	3:0:0:3
21MS3067	Introduction to Logistics Management	4:0:0:4
21MS3068	Warehousing and Facilities Management	4:0:0:4
21MS3069	Freight Transport Operations Management	4:0:0:4
21MS3070	International Logistics	4:0:0:4
21MS3071	Reverse Logistics	4:0:0:4
21MS3072	Supply Chain Management	4:0:0:4
21MS3073	Materials and Inventory Management	4:0:0:4
21MS3074	Purchasing and Strategic Sourcing	4:0:0:4
21MS3075	Enterprise Resource Planning	4:0:0:4
21MS3076	Digital Marketing	0:0:4:2
21MS3077	Marketing Applications of Artificial Intelligence and Augmented Reality	0:0:4:2
21MS3078	Digital and Social Media Marketing	3:0:0:3
21MS3079	e-Customer Relationship Management	3:0:0:3
21MS3080	Affiliate Marketing	3:0:0:3
21MS3081	Search Engine Marketing	3:0:0:3
21MS3082	Product and Brand Strategies	4:0:0:4
21MS3083	Consumer Behaviour Insights	4:0:0:4
21MS3084	Marketing Analytics	4:0:0:4
21MS3085	Sales and Channel Management	4:0:0:4
21MS3086	Strategic Marketing for Entrepreneurs	4:0:0:4
21MS3087	Research for Marketing Decisions	4:0:0:4
21MS3088	Marketing Communications Management	4:0:0:4

21MS3089	Advanced Marketing of Services	4:0:0:4
21MS3090	Marketing to Base of Pyramid Consumers	4:0:0:4

20MS2005	SOFT SKILLS	L	T	P	C
		1	0	0	1

Course Objectives:

The objective of the course is equip the students to

1. Develop competencies and capabilities
2. Enable the students to meet the industry expectations
3. Build self-confident individuals by mastering the common soft skills.

Course Outcome:

After finishing the course, the students will be able to:

1. Understand the importance of soft skills needed for their profession
2. Apply self-confident and self-motivated to face the competitive world.
3. Build more self-disciplined and competent individuals to face the industry.
4. Demonstrate necessary employability skills.
5. Apply interview skills and face the interview confidently.
6. Understand the expectations of the industry and start preparing accordingly

Module 1- Introduction to soft skills, significance of soft skills, soft skills vs hard skills, attitude, self-confidence and self-motivation, performance evaluation.

Module 2 - Communication skills, verbal communication skills, oral, telephonic and social media communication, non-verbal communication skills, body language, personal application / action taken.

Module 3 - industry expectations, universal hiring rule, attire and etiquettes team work, adaptability, personal application / action taken.

Module 4 - Problem solving skills, making the right choice, never give up, begin to grow, critical thinking, personal application / action taken.

Module 5 - Planning, prioritization, delegation, conflict management, presentation skills, personal application / action taken

Module 6 - group discussion, preparing a professional resume, interview skills, do's and don'ts, answering the common questions of interview, mock interview, performance evaluation,

Reference Books:

1. Frederick H. Wentz Soft Skills Training: A Workbook to Develop Skills for Employment, Create Space Independent Publishing Platform; Large edition, 2012.
2. T. Kalyana Chakravarthi, T. Latha Chakravarthi Soft Skills for Managers, Wiley, 2011.
3. Geetu bharwaney, Increase your emotional Intelligence, Jaico publishing house, Delhi 2009.
4. R.C.Bhatia, Personality Development, Ane books private ltd, Delhi, 2013.
5. Jayant Neogy Sure Success in Interviews: The most comprehensive one-source guide for succeeding in interviews Kindle Edition, Unicorn Books (10 March 2014).

20MS2006	PROFESSIONAL ETHICS	L	T	P	C
		2	0	0	2

Course Objectives

Enable the students to:

1. Correlate the concept of Ethics and the principles supporting the same
2. Assimilate how organizations manage with their business ethics
3. Evaluate business ethics from a global perspective

Course Outcomes

Equip the students to:

1. Identify the potential value of the approaches in the organization (strategic, managerial and operational/tactical) relating to Ethical values.
2. Appraise the role of leaders in ethically managing society
3. Apply the professional ethics with a demonstrated commitment to leadership practice and interpersonal

skill.

4. Assess the effectiveness of own capability and performance in meeting organizational values and goals.
5. Evaluate the impact of failure due to non-compliance of ethical consideration in organizations
6. Examine the practices employed by real life organizations

MODULE 1 MORALS& VALUES

Morals, values and Ethics – Integrity – Work ethic – Respect for others-Interpersonal Relationship–Moral Values - Leadership styles and theories on leadership - time Management – Cooperation – Commitment – Empathy

MODULE 2 ENGINEERING ETHICS

Senses of ‘Engineering Ethics’ – Variety of moral issues –Kohlberg’s theory – Gilligan’s theory– Models of professional roles - Self-confidence and Motivation – Motivational Theories - Environmental Ethics

MODULE 3 ENGINEERING AS SOCIAL EXPERIMENTATION

Engineering as Experimentation – Engineers as responsible Experimenters – Codes of Ethics - Self-interest – Customs and Religion - stress management

MODULE 4 SAFETY AND RESPONSIBILITIES

Safety and Risk – Assessment of Safety and Risk – Risk Benefit Analysis and Reducing Risk – Respect for Authority – Collective Bargaining

MODULE 5 RIGHTS OF EMPLOYEE AND EMPLOYER

Confidentiality – Conflicts Management Techniques – Occupational Crime – Professional Rights – Employee Rights -Lay-off – Retrenchment – Pay roll - Corporate Social Responsibility – Global issues

REFERENCES:

1. Mike W. Martin and Roland Schinzinger, “Ethics in Engineering”, Tata McGraw Hill, New Delhi, 2003.
2. Govindarajan M, Natarajan S, Senthil Kumar V. S, “Engineering Ethics”, Prentice Hall of India, New Delhi, 2004.
3. Charles B. Fleddermann, “Engineering Ethics”, Pearson Prentice Hall, New Jersey, 2004.
4. Charles E. Harris, Michael S. Pritchard and Michael J. Rabins, “Engineering Ethics – Concepts and Cases”, Cengage Learning, 2009
5. John R Boatright, “Ethics and the Conduct of Business”, Pearson Education, New Delhi, 2003
6. Edmund G Seebauer and Robert L Barry, “Fundamentals of Ethics for Scientists and Engineers”, Oxford University Press, Oxford, 2001
7. Laura P. Hartman and Joe Desjardins, “Business Ethics: Decision Making for Personal Integrity and Social Responsibility” Mc Graw Hill education, India Pvt.Ltd.,New Delhi 2013.\
8. World Community Service Centre, ‘ Value Education’, Vethathiri publications, Erode, 2011

Web sources:

- www.onlineethics.org
- www.nspe.org
- www.globalethics.org
- www.ethics.org

20MS2007	BUSINESS PLAN	L	T	P	C
		3	0	0	3

Learning Objectives

The objective of the course is equip the students to

1. Develop a commercial outlook
2. Relate to practical aspects of starting a company
3. Know the success and failures of different entrepreneurs

Course Outcome

After finishing the course, the students will be able to:

1. Understand the nuts and bolts of preparing a business plan.
2. Remember and implement the business/management skills.
3. Understand and evaluate the content of business plan in detail.
4. Identify the tools and techniques involved in Business plan process.

5. Analyse the competitive structure and strategy development.
6. Launch a new venture company or start one an established organization.

Module 1 Introduction (Hours 6)

Business Plan Definition-Concept of Business Plan- Purpose-Executive Summary, provide a glance at different profiles-Market, Technical, Financial and Social Profiles of a Business units to be established-Vision and Mission Statement.

Module 2 Market Profile (Hours 8)

Type of products to be launched by the business enterprise, Present market status of the product market to be catered, Unique selling proposition (USP) of the product, Demand forecast, Sales forecast, Possibility of creating product differentiation, Details about competition, Policy statement on marketing mix, Geographical distribution of market.

Module 3 Technical Profile (Hours 9)

Type of raw material to be used, Demand and supply position of raw material, Availability of substitutes of raw material, Details about production process and production methods, Technical details about production technology and availability of substitutes, Costs involved in operation and maintenance of technology.

Module 4 Financial Profile (Hours 10)

Financial estimates like amount of funds needed for infrastructure facilities – land, building, plant, machinery, equipment, working capital requirement and other financial estimates- Estimates of financial costs and benefits of the business outcomes-Means of finance, i.e. how the business is to be financed- Projected financial statement for three to five years as per requirement.

Module 5 Social & Feasibility Profile (Hours 7)

Social costs and benefits of business idea, Intangible benefits apart from Tangible benefits, Qualitative benefits apart from Quantitively benefits- Testing different profiles-Market feasibility, Technical Feasibility-Financial Feasibility-Social Feasibility.

Module 6 Business Plan Presentation (Hours 5)

Nuts and Bolts issues around starting a company-Entrepreneurs success and failure stories-Business Plan contest

REFERENCE BOOKS

1. Leong, Alan “Introduction to writing a Business Plan. Carnation, WA: Koyoti, 2013
2. Bangs, David. “A Crash Course on Financial Statements for Small Business Owners. Madisn, WI: Entrepreneur Press, 2010
3. Wolk, Andrew and Kreitz, Kelley (2008) Business Planning for enduring social impact: A Social - Entrepreneurial approach to solving social problems Cambridge: Root cause
4. Harris, Hank”(2008) Business plan or strategic plan: what’s the Difference” .
5. Brinckerhoff, Peter C. (2000) Social Entrepreneurship: The art of mission-based venture Development New York: John Wiley & Sons

20MS2008	ARTIFICIAL INTELLIGENCE FOR BUSINESS	L	T	P	C
		3	0	0	3

Course Objectives:

The objectives of the course are to:

1. Understand how AI influences business strategy.
2. Conceptualize the basic ideas of machine learning.
3. Discuss the future of work and AI latest trends.

Course Outcomes:

On the successful completion of the course, student will be able to:

1. Develop a basic understanding of Artificial Intelligence in business.
2. Define the concept and pros & cons of franchisee option
3. Identify legal formalities & process of franchisee
4. Develop relationship between Franchisor & franchisee; Resolve the conflict between franchisor & franchisee.
5. Develop Franchisee marketing plan
6. Analyze the way to enter into International Market entry strategies

Unit 1: Introduction (7 hours)

Introduction to Artificial Intelligence, Foundations and History of Artificial Intelligence, Applications of Artificial Intelligence, Intelligent Agents, Structure of Intelligent Agents Computer vision, Natural Language Processing

Unit 2: Introduction to Search (8 hours)

Searching for solutions, Uniformed search strategies, Informed search strategies, Local search algorithms and optimistic problems, Adversarial Search, Search for games, Alpha – Beta pruning.

Unit 3: Knowledge Representation & Reasoning (7 hours)

Propositional logic, Theory of first order logic, Inference in First order logic, Forward & Backward chaining, Resolution, Probabilistic reasoning, Utility theory, Hidden Markov Models (HMM), Bayesian Networks.

Unit 4: Machine Learning (8 hours)

Supervised and unsupervised learning, Decision trees, Statistical learning models, Learning with complete data – Naive Bayes models, Learning with hidden data – EM algorithm, Reinforcement learning.

Unit 5: Pattern Recognition (8 hours)

Introduction, Design principles of pattern recognition system, Statistical Pattern recognition, Parameter estimation methods – Principle Component Analysis (PCA) and Linear Discriminate Analysis (LDA), Classification Techniques – Nearest Neighbour (NN) Rule, Bayes Classifier, Support Vector Machine (SVM), K – means clustering.

Unit 6: CONTEMPORARY ISSUES (7 hours)

Expert lectures, online seminars – webinars

Reference Books

1. Artificial Intelligence – A Modern Approach – Stuart Russell and Peter Norvig, Pearson Education.
2. Artificial Intelligence – Elaine Rich and Kevin Knight, McGraw-Hill
3. Introduction to Artificial Intelligence – E Charniak and D McDermott, Pearson Education
4. Artificial Intelligence and Expert Systems – Dan W. Patterson, Prentice Hall of India
5. Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
6. https://onlinecourses.swayam2.ac.in/cec20_cs10/preview

21MS2001	BUSINESS SKILLS	L	T	P	C
		2	0	0	2

Course Objectives

Enable the students to:

1. Define essential managerial skills.
2. Bring out the leadership Qualities of students, team culture and Organizational communication
3. Nurture the fundamentals of creativity, innovation , group decision making, Conflict and Negotiation

Course Outcomes

Equip the students to:

1. Understand Managerial Skills
2. Remember and relate successful leaders
3. Analyse the factors behind emotional intelligence
4. Apply balanced emotional intelligence and decision making
5. Develop team effectively.
6. Create a vibrant and positive environment in work place

MODULE 1: Developing Skills

Introduction to interpersonal skills - Importance of competent managers, skills of effective managers, developing self awareness on the issues of, self learning styles, values, attitude towards change, learning of skills and applications of skills

MODULE 2: Decision Making & Emotional Intelligence

Decision Making - Process of Decision Making - Emotional intelligence-Emotional Intelligence Concepts- Emotional Intelligence Components - Emotional Intelligence Theories-attitude-attitude towards change – work life balance

MODULE 3: Leadership

Leadership Concepts-Trait approaches to Leadership-Qualities of successful leader-Leadership styles-Examples of successful leaders-The Managerial Grid.

MODULE 4: Team building

Team –Definition- Ingredients of effective teams - Classification of Teams-Team building-Requirements for effective Team building-Team building interventions-Stages of Team building-Communication-Definition-Types-Process

Reference Books

1. Robbins S.P. (2009), Organisational Behaviour, New Delhi: Pearson Education.
2. V.S.P. Rao Managerial Skills Excel Books, 2010, New Delhi.
3. Flatley M.E. & Lesikar R. (2004), Basic Business Communication, Irwon Professional Publication.
4. Lussier R.N. & Achua C.F. (2007), Effective Leadership, Thomson South-Western.
5. L.M Prasad, Organizational Behaviour, Sultan Chand Publications.

21MS2002	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
		3	0	0	3

Course Objectives

Enable the students to:

1. Demonstrate the concepts and principles governing Innovation and Entrepreneurial Development
2. Bring out the various approaches for analysing and interpreting the process of New Venture and Business Plan
3. Articulate the ability to venture into Start-up Companies

Course Outcomes

Equip the students to:

1. Define the Concepts and Principles governing Entrepreneurship
2. Describe the Theories of Entrepreneurial Motivation
3. Demonstrate the process of developing new Products and Services
4. Examine the development of New Venture
5. Implement the Business Plan for a Start-up Company
6. Appraise and avail support rendered by the Government and other Appropriate Agencies

MODULE 1: Entrepreneurship Concepts (9 Hours)

Introduction - Evolution of Entrepreneurship – Concept of Entrepreneurs - Entrepreneurship and Enterprise - Growth of Entrepreneurship - Characteristics and Classification of Entrepreneurs – Intrapreneurs; Entrepreneurial Culture; Entrepreneurial Society; Rural Entrepreneurship; Women Entrepreneurs - Problems and Challenges; Competency requirement for Entrepreneurs

MODULE 2: Entrepreneurial Motivation and Creativity (10 Hours)

Motivation – Maslow’s Theory – Herzberg’s Theory – McGregor’s Theory – McClelland’s Need-Achievement Theory; Culture and Society; Values and Ethics; Risk Taking Behaviour; Creativity – Steps – Innovation – Inventions – Skills of an Entrepreneur – Decision Making and Problem Solving

MODULE 3: New Venture Development (9 Hours)

Identifying Opportunities- Environment Scanning – Generation of New Ideas for Products and Services; Feasibility Analysis - Technical Feasibility of Products and Services - Marketing Feasibility - Marketing Methods – Pricing Policy and Distribution Channels; Financing the new venture; Launching the new venture; Managing growth in new venture; Harvesting rewards

MODULE 4: Business Plan Preparation(9 Hours)

Business Plan – Business Opportunity Identification – Preparing a Business Plan - Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation

MODULE 5: Organisation Assistance and Government Support for Entrepreneurship (8 Hours)

Organisation Assistance – Assistance to an Entrepreneur – Industrial Park – Special Economic Zone – Project Assistance by different Agencies; Government Support - Start-up India - Make in India - Atal Innovation Mission (AIM) - Support to Training and Employment Programme (STEP) - Jan Dhan – Aadhaar - Mobile (JAM) -

Digital India - Trade Related Entrepreneurship Assistance and Development (TREAD) - Pradhan Mantri Kausalya Vikas Yojana (PMKVY) - National Skill Development Mission (NSDM). (Concepts only)

References

1. Robert D Hisrich, 2016, "Entrepreneurship", 8th edition, McGraw-Hill Education
2. Bruce R Barringer and R Duane Ireland, 2019, "Entrepreneurship: Successfully Launching New Ventures", 6th edition, Pearson
3. J R Bessant, John Bessant and Joe Tidd, 2011, "Innovation and Entrepreneurship", 2nd edition, John Wiley & Sons
4. S S Khanka, 2020, "Entrepreneurial Development", 2nd edition, S Chand and Company Limited
5. Prasana Chandra, 2019, "Projects: Planning, Analysis, Selection, Financing, Implementation and Review", 9th edition, McGraw-Hill Publishing Company

21MS2003	BUSINESS ANALYTICS	L	T	P	C
		3	0	0	3

Course Objectives

Enable the Students to:

1. Demonstrate the role of business analytics within an organization.
2. Analyze data using statistical and data mining techniques and understand relationships between the underlying business processes of an organization
3. Gain Insights on how managers use business analytics to formulate, to solve business problems and to support managerial decision making.

Course Outcomes

Equip the students to:

1. Define processes needed to develop, report, and analyze business data.
2. Demonstrate the ability of think critically in making decisions based on data and deep analytics.
3. Analyze and solve problems from different industries such as manufacturing, service, retail, software, banking and finance etc.
4. Examine the ability to use technical skills in predicative and prescriptive modeling to support business decision making.
5. Appraise the ability to translate data into clear, action able insights.
6. Conclude business process using analytical and management tools

Module 1: Business analytics Overview

Business analytics: Overview of Business analytics, Scope of Business analytics, Business Analytics Process, Relationship of Business Analytics Process and organization, competitive advantages of Business Analytics.

Module 2: Statistical tools

Statistical Tools: Statistical Notation, Descriptive Statistical methods, Review of probability distribution and data modelling, sampling and estimation methods overview. Trendiness and Regression Analysis: Modelling Relationships and Trends in Data, simple Linear Regression.

Module 3: Important Resources

Important Resources, Business Analytics Personnel, Data and models for Business analytics, problem solving, Visualizing and Exploring Data, Business Analytics Technology. Organization Structures of Business analytics, Team management, Management Issues, Designing Information Policy, Outsourcing, Ensuring Data Quality, measuring contribution of Business analytics, Managing Changes.

Module 4: Business analytics forms

Descriptive Analytics, predictive analytics, predictive Modelling, Predictive analytics analysis, Data Mining, Data Mining Methodologies, Prescriptive analytics and its step in the business analytics Process, Prescriptive Modelling, nonlinear Optimization.

Module 5: Applications

Case Studies: Airbnb Customer reviews analysis- Corpus building, Text Cleaning, Filter with stop words, Stopping the words, TDM and DTM, Creating word cloud and with polarization Frequency analysis, Kernel density plot, Box plot, Radar chart. Predict the survival in Titanic dataset, Predict the price of diamonds in Diamond's dataset, Predict sales for the supermarket stores dataset.

References:

1. Marc J. Schniederjans, Dara G. Schniederjans, Christopher M. Starkey, “Business analytics Principles, Concepts, and Applications”, Pearson FTPress.
2. James Evans “Business Analytics”, Pearsons Education.
3. R N Prasad & Seema Acharya, (2018), “Fundamentals of Business Analytics”, Wiley India Pvt. Ltd.
4. Little R.J.A & Rubin, D. B (2002) Statistical analysis with missing data (2nd ed) Hoboken NJ:Wiley
5. Bart Baesens, Veronique van Vlasselaer, Wouter Verbeke (2015) Fraud Analytics using descriptive, predictive and social network technique, Wiley
6. Max Kuhn and Kjell Johnson, Applied Predictive Modeling, Springer (2013). (Available online)

21MS3001	BUSINESS INTELLIGENCE USING TABLEAU	L	T	P	C
		0	0	4	2

Course objectives

Equip the students to:

1. Understand the foundations of Business Intelligence
2. Apply data analytics to massive datasets
3. Extract insights from data with visualization

Course Outcomes

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

1. Derive insights from the past data
2. Mine the data with using visualization techniques
3. Apply insights and forecast for the future
4. Create dashboards for different sectors
5. Analyze interactive visualization with geographic data
6. Analyze Table calculations in Tableau

Course Description

12 Practical Lab Exercises are to be conducted on the Topics mentioned below:

1. Connecting Data In Tableau (Connect Using Csv,Excel,Sql Etc)
2. Creating Visualizations Using Bar And Line Plot
3. Creating Visualizations Using Area Plot
4. Creating Visualizations Using Tree Graph
5. Creating Visualizations Using Bubble Chart And Scatter Plot
6. Creating Visualizations Using Gantt Graph
7. Filtering In Tableau
8. Data Aggregation In Tableau
9. Table Calculations In Tableau
10. Interactive Visualization With Geographic Data
11. Dashboard Creation
12. Storytelling With Tableau

References:

1. <https://www.tableau.com/about/blog>
2. Ben Jones, “Communicating Data with Tableau”
3. Dan Murray, Christian Chabot, “Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software”
4. Jen Stirrup, “Tableau Dashboard Cookbook”

21MS3002	PYTHON FOR MANAGERS	L	T	P	C
		0	0	4	2

Course objectives

Equip the students to:

1. Practice python for Data Analytics
2. Build supervised & Unsupervised models

- Understand the basics of deep learning

Course Outcomes

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

- have hands-on practice with python basics, Numpy and Pandas
- effectively build models using scikit-learn
- do dimensionality reduction techniques
- perform Time series analysis
- analyze classification models
- explore data analysis using different machine learning technique

Course Description

12 Practical Lab Exercises are to be conducted on the Topics mentioned below:

- Lists In Python
- Tuples In Python
- Data Analysis Using Sets
- Working With Dictionaries In Python
- Analysis Using Numpy Library
- Exploratory Data Analysis Using Pandas
- Data Visualization Using Matplotlib Library
- Analysis Using Seaborn Library
- Time Series Analysis
- Statistical Analysis
- Knn Classifier
- Machine Learning Using Scikit Learn

References:

- W Mckinney, "Python for Data Analysis"
- Andreas C Muller, Sarah Guido, "Introduction to machine learning with Python" Seagran, Programming collective intelligence"
- Python Machine Learning: Machine Learning and Deep Learning with Python, scikit-learn, and Tensor Flow 2, 3rd Edition Kindle Edition
- "Machine Learning in Action" by Peter Harrington Introduction to Machine Learning with Python: A Guide for Data Scientists

21MS3003	TEXT MINING AND ANALYTICS	L	T	P	C
		3	0	0	3

Course objectives

Equip the students to:

- Text analytics concepts and applications
- understand fundamentals of Information retrieval and natural language processing
- Text analytics framework

Course Outcomes

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

- Explain the text analytics framework.
- Analyze various sources of text data.
- Understand and Measure machine learning model performance with appropriate metrics.
- Interpret the results, gain insights, and recommend possible actions from analytics performed on text data.
- Apply Python packages and commands to perform text analytics
- Implement Theoretical techniques and applications in text analytics

Module 1: Foundations for Text Mining and Analytics (5 Hours)

Introduction to Text Mining-Text Mining Techniques Overview-Text Mining Analytics Overview

Module 2: Retrieval (5 Hours)

Cleaning Data Sets-Data Formats-Information Retrieval -Methods of Retrieval

Module 3: NLP (10 Hours)

Natural Language Processing-Methods-Customer Support Bot Using NLP

Module 4: Text Analysis (10 Hours)

Text Classification-Text Clustering-Document Representation-Document Summarization

Module 5: Advanced Analytics (10 Hours)

Duplicate Detection-Tagging Text-Indexing and Searching-Evaluating Algorithms

Module 6: Project (5 Hours)

Text Mining Analysis of Employee Reviews From Sites Like Glassdoor

References:

1. Charu C. Aggarwal and Cheng Xiang Zhai, 2012, Mining Text Data. Springer
2. Dan Jurafsky and James H Martin, 2000, Speech & Language Processing. Pearson Education India.
3. Christopher D. Manning, Prabhakar Raghavan, and Hinrich Schuetze, 2007, Introduction to Information Retrieval. Cambridge University Press
4. Manning, C. D., Raghavan, P., and Schutze, H. 2008. Introduction to Information Retrieval. Cambridge University Press, 2008. Retrieved from: <http://www-nlp.stanford.edu/IRbook/>.
5. Miner, G., Delen, D., Elder, J., Fast, A., Hill, T., and Nisbet, A. R. (2012). Practical Text Mining and Statistical Analysis for Non-structured Text Data Applications. Elsevier Inc. Available online <http://www.gbv.de/dms/ilmenau/toc/668584769.PDF>.
6. Bird, S., Klein, E., & Loper, E. (2009). Natural Language Processing with Python. O'Reilly Media, Inc.

21MS3004	BUSINESS VENTURE ANALYTICS	L	T	P	C
		3	0	0	3

Course objectives

Equip the students to:

1. Provide students the opportunity to apply the process-based model for new business
2. Emphasis on data gathering, data analysis and data interpretation
3. Engage in entrepreneurship in various applications

Course Outcomes

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

1. Interpret information in to a business plan using appropriate analytics
2. Apply qualitative and Quantitatively datasets
3. Assess and Prioritize multiple product ideas for commercialization viability
4. Develop a competitive advantage commercialization strategy
5. Provide technical knowledge and support to young entrepreneurs
6. Become actively involved in the local and regional entrepreneurship ecosystems.

Module 1 Introducing Business Metrics (5 Hours)

Business metrics-Distinguishing Revenue, Profitability, and Risk Metrics-Distinguishing Traditional and Dynamic Metrics-Egger's Roast Coffee Case Study Part 1 - How a Profitable, Growing Company can go Bankrupt-Revenue Metrics – Traditional Enterprise Sales Funnel-Revenue Metrics - Amazon.com as a Leading Example of Use of Dynamic Metrics -Profitability/Efficiency Metrics: Inventory Management-Profitability/Efficiency Metrics: Hotel Room Occupancy Optimization-Risk Metrics: Leverage and Reputational Risk

Module 2 Roles and Companies as They Relate to Big Data (5 Hours)

The Business Analyst-An Interview with Business Analyst Shambhavi Vashishtha -Distinguishing the Business Data Analyst and Business Analyst Roles-An Interview with Business Data Analyst Tiffany Yu-Overview of 5 Types of Companies as They Relate to Big Data-Traditional Strategic Business Consulting-Bricks-and-Mortar Companies Barnes and Noble Case Study-Strategic Business Consulting - Focus on Software/IT Systems Integration-Hardware and Software Companies-Digital Companies

Module 3 Analytics (10 Hours)

Private company classification—Industry Classification-Existing classification schemes-Supervised learning using existing classification schemes-Data Sets-Textual pre-processing-Dimensionality Reduction-Supervised Learning-Classification algorithms-Multilabel classification-Experiments

Module 4 Estimating private company performance (10 Hours)

Estimating private company performance-Preliminary Experiments-Existing and Novel industry Classifications-Experiments: Experimental Settings-Experimental measures-Experimental Results

Module 5 Top-N Investment Opportunity Recommendation (10 Hours)

Recommender systems-Specialization by industry-Top-N Recommendation-Data sets-Neighborhood methods-Latent factor models-Experiments-Experimental settings-Evaluation Measures-Experimental Results-User-Item Interaction analysis

Module 6 Start-up Marketing (5 Hours)

Case Study: Ford Fiesta Movement: Using Social Media and Viral Marketing to Launch Ford's Global Car in the United States, INSEAD case 05/2010-5664

References

1. "The Questions Every Entrepreneur Must Answer" by. A. Bhidé, Harvard Business Review, November - December 1996, pp. 120-130 (reprint 96603).
2. "Good Ideas and How to Generate Them" from B. Nalebuff and I. Ayres, Why Not? Harvard Business School Press, 2003, pp. 13-42.
3. "Identifying Venture Opportunities" Stanford E-323
4. "The New Venture Team" by J.A. Timmons, Chapter 8 in New Venture Creation, Irwin McGraw-Hill, 1999,
5. "Zero Deficit Hiring" <http://www.inc.com/magazine/19980301/889.html>
6. "An Entrepreneurs Guide to the Venture Capital Galaxy" by D. DeClerq et al., Academy of Management Perspectives, 2006.
7. "Business model generation: a handbook for visionaries, game changers, and challengers" by A. Osterwalder and Y. Pigneur. John Wiley & Sons, 2010. (pgs. 1-50)

21MS3005	BUSINESS INTELLIGENCE	L	T	P	C
		3	0	0	3

Course objectives

Equip the students to:

1. Understand the business intelligence methods that support the decision process in business operations.
2. Analyse the data to improve business performance.
3. Understand business intelligence at analytical level.

Course Outcomes

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

1. Explain the fundamental concepts of Business Intelligence Architectures.
2. Understand business intelligence tools.
3. Identify the different scenarios of strategy and business analytics.
4. Understand the Extraction, Transformation, and Loading (ETL) Concepts.
5. Identify the different types of Data Mining tools.
6. Explain the Architecture in a Data Warehouse.

Module 1 INTRODUCTION (5 Hours)

Business Intelligence: Definition and Concept – Process Flow of Business Intelligence – Data, Information and Knowledge – Business Intelligence and Related Technologies Such as Data Warehousing and Data Mining – Business Intelligence Capabilities

Module 2 BUSINESS INTELLIGENCE ARCHITECTURES (10 Hours)

Business Intelligence Architectures: The major components – Cycle of Business Intelligence Analysis – Development of Business Intelligence System: Phases – Business Intelligence Tools – Business Intelligence Applications

Module 3 BUSINESS INTELLIGENCE & ANALYTICS STRATEGY (10 Hours)

Business Analytics Vs. Business Intelligence – Business Intelligence & Analytics Strategy – Business Analytics (BA) Model – Business Analytics at the strategic level – Strategy and Business Analytics: Four Scenarios

Module 4 DATA WAREHOUSING (5 Hours)

Business Intelligence or Analytics at Data Warehouse Level – Descriptive Analytics: Data Warehouse – Extract,

Transform and Load (ETL) processes – The types of data warehouse – Architecture and Processes in a Data Warehouse

Module 5 DATA MINING (5 Hours)

Business Intelligence or Analytics at Analytical level – Analyst's Role in Business Analytics Model – Statistics Vs. Data Mining – Predictive Analytics: Data Mining – Data Mining Tasks (Descriptive, Predictive) – Learning methods (Unsupervised, Supervised) – Data Mining Algorithm or Techniques or Tools

Module 6 IMPLEMENTING BUSINESS INTELLIGENCE (10 Hours)

Implementing Business Intelligence: Introduction, Business Intelligence Platform, Business Intelligence Platform Capability Matrix, BI Target Databases, Data Mart, BI Products and Vendor, The Big Four Business Intelligence vendors

References

1. Rajiv Sabherwal, Irma Becerra-Fernandez, Business Intelligence: Practices, Technologies, and Management, John Wiley & Sons, 2011
2. Carlo Vercellis, Business Intelligence: Data Mining and Optimization for Decision Making, John Wiley & Sons Ltd., 2009.
3. Gert H.N. Laursen, Jesper Thorlund, Business Analytics for Managers: Taking Business Intelligence beyond reporting, Wiley and SAS Business Series, 2010.
4. Ramesh Sharda, DursunDelen, Efraim Turban, Business Intelligence and Analytics – Systems for Decision Support, Pearson, 10th Edition, 2014.
5. Larissa T.Moss and Shaku Atre, Business Intelligence Roadmap – The Complete Project Lifecycle for Decision-Support Applications, Pearson, 2003.
6. Swain Scheps, Business Intelligence for dummies, For Dummies, First edition, 2011.
7. Rick Sherman, Business Intelligence Guidebook: From Data Integration to Analytics, Elsevier, 2015.

21MS3006	INTERNET OF THINGS	L	T	P	C
		3	0	0	3

Course objectives

Equip the students to:

1. Understand the new paradigm of objects interacting with people.
2. Understand the new paradigm of objects interacting with information systems.
3. Understand the paradigm of objects interacting with other systems.

Course Outcomes

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

1. Describe what IoT is and how it works today
2. Recognise the factors that contributed to the emergence of IoT
3. Understand the definition and significance of the Internet of Things
4. Discuss the architecture, operation, and business benefits of an IoT solution
5. Examine the potential business opportunities that IoT can uncover
6. Explore the relationship between IoT, cloud computing, and big data

Module 1 IOT CONCEPTS (10 Hours)

Introduction to Internet of Things - Technologies that led to evolution of IOT-Machine to Machine / User-less Communication - Common Use Cases - Components of an IoT Solution - Open Source and Commercial Examples - Competing Standards for IoT - Domain Specific IOTs: Home Automation, Cities, Environment, Energy, Retail, Logistics, Agriculture, Industry, Health & Life Style.

Module 2 COMPONENTS OF IOT SYSTEM & STANDARDS (5 Hours)

Design of IOT systems - development of prototypes - Requirement of international standard (case study) - IOT standards in practice - operating platforms /systems.

Module 3 ACQUIRING DATA (10 Hours)

Traditional Data Storage - Analog and Digital I/O Basics - Sensors and Data Collection Points - Embedded Platforms / Microcontrollers - Software Development - Device Security: Physical and Logical - Connectivity Options - Connecting Sensors to the Cloud - Scaling Number of Sensors

Module 4 UTILIZING DATA (10 Hours)

Collecting and Storage of IoT Sensor Data - Data Aggregation - Processing IoT Data - Privacy and Security - Analysis and Visualization of Data - How they work together: Cloud and IoT - Big Data and IoT -Use Cases for IoT Data.

Module 5 IMPLEMENTING IOT (5 Hours)

Embedded Operating Systems - Linux and Windows-Based IoT - Cloud-based Data Collection - On-Going IoT Operations

Module 6 IOT ANALYTICS (5 Hours)

ETL (Extract-Transform-Load) - Combining IoT Data with Static Data - Scripting and Programming with IoT Data -Machine Learning / Artificial Intelligence. IoT Strategies - IoT Governance and Management Strategies - What's Next in IoT

References:

1. Adrian McEwen, "Designing the Internet of Things", Wiley Publishers, 2013, ISBN: 978-1-118-43062-0
2. Daniel Kellmerit, "The Silent Intelligence: The Internet of Things". 2013, ISBN 0989973700
3. Michael Miller , The Internet of Things: How Smart TVs, Smart Cars, Smart Homes, and Smart Cities Are Changing the World, Pearson, 2015
4. Vijay Madiseti, Arshdeep Bahga," Internet of Things A Hands-On- Approach",2014, ISBN:978 0996025515
5. Arshdeep Bahga, Vijay Madiseti, Internet of Things – A Hands-On Approach, Orient Blackswan Private Limited - New Delhi, First Edition, 2015.
6. Raj Kamal, Internet of Things: Architecture and Design Principles, McGraw Hill Education; First edition, 2017.
7. Rahul Dubey, An Introduction to Internet of Things: Connecting Devices, Edge Gateway, and Cloud with Applications, Cengage Learning India Pvt. Ltd.; First edition, 2019.

21MS3007	PERSONALIZATION TECHNIQUES AND RECOMMENDER SYSTEM	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Provide recommendations based on recorded information on the users' preferences.
2. use information filtering techniques to process information
3. provide the user with potentially more relevant items.

Course Outcomes

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

1. predict whether a particular user would prefer an item or not based on the user's profile.
2. create benefits to both service providers and users.
3. apply the strategy to reduce transaction costs of finding and selecting items in an online shopping environment.
4. implement the good strategy and useful recommendation to individual users.
5. understand and apply the features and potentials of different recommendation techniques.
6. understand the anatomy of different recommendation filtering techniques.

Module 1 Overview of Personalization and Recommendation (10 Hours)

Personalization and Recommendation-Definition-Importance-Types-Advantages -Disadvantages

Module 2 User Modeling and Profiling (10 Hours)

Personalization-Privacy Tradeoffs in Adaptive Information Access -A Deep Evaluation of Two Cognitive User Models for Personalized Search - Unobtrusive User Modeling for Adaptive Hypermedia - User Modelling Sharing for Adaptive e-Learning and Intelligent Help.

Module 3 Collaborative Filtering (10 Hours)

Experimental Analysis of Multi-attribute Utility Collaborative Filtering on a Synthetic Data Set - Efficient Collaborative Filtering in Content-Addressable Spaces -Identifying and Analyzing User Model Information from Collaborative Filtering Datasets.

Module 4 Content-based Systems, Hybrid Systems and Machine Learning Methods (10 Hours)

Personalization Strategies and Semantic Reasoning: Working in tandem in Advanced Recommender Systems - Content Classification and Recommendation Techniques for Viewing Electronic Programming Guide on a Portable Device -User Acceptance of Knowledge-based Recommenders -Using Restricted Random Walks for Library Recommendations and Knowledge Space Exploration - An Experimental Study of Feature Selection Methods for Text Classification .

Module 5 Ranking (ML & Deep learning methods) (10 Hours)

Traditional machine learning methods: Logistic Regression-Factorization Machine-Field-aware Factorization Machine-GBDT + LR (Facebook)- Deep learning methods-Wide and Deep (Google) - DeepFM (Huawei) - Deep Cross Network - Deep Interest Network (Alibaba) - ESSM (Alibaba)

Module 6 Applications (10 Hours)

Amazon Personalize for Retail- Deliver Unique homepage experience-Help customer discover products faster- Enhance marketing communication-Refine product recommendations-Relevant product rankings-Boost upsell and cross sell-Amazon Personalize for Media and Entertainment-Increase content consumption-Highly curated content carousels-Highlight new content offering>Create personalized ad placements-Improve marketing communication-Enhanced genre based recommendations.

References

1. J.A. Konstan, J. Riedl “Recommender systems: from algorithms to user experience User Model User-Adapt Interact”.
2. Schafer JB, Konstan J, Riedl J” Recommender system in e-commerce”.
3. P. Resnick, H.R. Varian “Recommender system’s”.
4. M.J. Pazzani “A framework for collaborative, content-based and demographic filtering”.
5. G. Murat, G.O. Sule “Combination of web page recommender systems”.

21MS3008	DATA SCIENCE FOR FRAUD DETECTION	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Find out fraud patterns from historical data
2. Provide added value in a practical fraud detection setting.
3. Have basic exposure to fraud analytical model

Course Outcomes

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

1. Remember the impact of big data for fraud detection and the fraud analytics process.
2. Understand and define fraud and then zooms into fraud detection and prevention
3. Explore the different types of data elements, visual exploration & Benford’s law
4. Analyse social network analysis and its use for fraud detection
5. Apply pre- and post-processing of fraud analytical models.
6. Analyze a broader perspective on fraud analytics

Module 1 Detection, prevention and Analytics (10 Hours)

Fraud definition-Fraud detection and prevention-Big data for fraud detection-Data-driven Fraud Detection-Fraud detection techniques-fraud cycle-Fraud Analytics process model.

Module 2 Fraud Analytics: Pre-Processing (10 Hours)

Introduction-Types of data sources-Merging data sources-sampling-types of data elements-visual data exploration an exploratory statistical analysis-Benford’s law-Standardizing data-categorization-variable selection-principal component analysis-RIDITs-PRIDIT Analysis-segmentation

Module 3 Detection Procedures (10 Hours)

Introduction-graphical outlier detection procedures-statistical outlier detection procedures-Break-point analysis-peer-group analysis-Association rule analysis.

Module 4 Social network Analysis (10 Hours)

Networks: Form, Components, characteristics and their applications-social networks-network components-Network Representation-Is Fraud a social phenomenon? An introduction to homophily-Impact of the

neighborhood: Metrics-Neighborhood Metrics-Centrality Metrics-Collective inference algorithms-Featurization-Community mining: finding groups of fraudsters-Multipartite graphs.

Module 5 Fraud Analytics: Post Processing (10 Hours)

The Analytical fraud model life cycle-Model Representation-Traffic light indicator approach-Decision tables-selecting the sample to investigate-fraud alert and case management-visual analytics-back testing Analytical fraud models-Back testing Data Stability-Back testing Model Stability-Back testing model calibration-Model design and documentation.

Module 6 Data Quality issues (10 Hours)

Introduction-Data Quality-Data quality issues-Data quality programs and management-privacy-The RACI Matrix-Assessing internal data-Label-based Access control (LBAC)-Assessing external data-capital calculation for fraud loss-Expected and unexpected losses. Aggregate loss distribution-Capital calculation for fraud loss using monte Carlo simulation.

References

1. Baesens,B (2014) Analytics in a Big data world: The essential guide to Data science and its applications. Hoboken, NJ John Wiley & sons.
2. Bolton. R.J. & Hand, D.J (2002) Statistical fraud detection: A review statistical science.
3. Han,J. & Kamber M. (2011) Data Mining :Concepts and techniques, Third edition: Morgan Kaufmann.
4. Little R.J.A & Rubin,D.B (2002) Statistical analysis with missing data (2nd ed) Hoboken NJ:Wiley
5. Bart Baesens, Veronique van Vlasselaer, Wouter Verbeke (2015) Fraud Analytics using descriptive, predictive and social network technique, Wiley

21MS3009	DESCRIPTIVE MODELLING	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Collect and compile data, information and presentation of data
2. Gain “Analytical Thinking”
3. Improve knowledge in Business applications using Descriptive Analytics.

Course Outcomes

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

1. Understand and demonstrate an ability to apply statistical tools.
2. Enable and apply Statistical techniques and associate with real situations.
3. Evaluate the statistical concepts using R-studio or Python
4. Apply mathematics to technical problems in business management.
5. Apply measures of location and measures of dispersion -- grouped and ungrouped data cases.
6. Create the best possible solution to a problem using statistical techniques.

Module 1 Introduction (10 Hours)

Descriptive Analytics-Definition, Descriptive Data collection - survey overview, Net promotor score and self-reports, survey design, Passive data collection, causal data collection and summary.

Module 2 Data Preparation (10 Hours)

Variable cleaning-Incorrect values-consistency in Data formats-outliers-Multidimensional Outliers-Missing Values-Fixing Missing Data-Feature Creation-Simple variable transformations-Fixing Skew-Binning continuous variables-Numeric variable scaling-Nominal variable transformation-Ordinal variable transformation-Date and time variable features-Zip code features.

Module 3 Principal Component analysis (10 Hours)

Data Preparation issues with Descriptive Modelling-Principal component analysis-The PCA algorithm-Appling PCA to New data-PCA for Data Interpretation-Additional considerations before using PCA-The effect of variable Magnitude on PCA models.

Module:4 Clustering Algorithms (10 Hours)

Clustering Algorithms-The K-Means Algorithm-Data Preparation for K-Means-Selecting the number of Clusters-The Kohonen SOM algorithm-Visualizing Kohonen Maps-Similarities with K-Means-Standard cluster model Interpretation-Problems with Interpretation Methods-Identifying key variables in forming cluster models-

cluster prototypes-cluster outliers.

Module 5 Graphical Description of the data & Probability (10 Hours)

Descriptive graphs, Plots in R, Histogram, Bar Plot, Boxplots, Scatterplots, Probability of mutually exclusive events, Probability of mutually independent events, Probability of mutually non-exclusive events, Probability distribution.

Module 6 Applications (10 Hours)

Descriptive Algorithms in healthcare industry- Case Studies: Airbnb Customer reviews analysis- Corpus building, Text Cleaning, Filter with stop words, Stopping the words, TDM and DTM, Creating word cloud and with polarization Frequency analysis, Kernel density plot, Box plot, Radar chart.

References

1. Hastie, Trevor, et al. The elements of statistical learning. Vol. 2. No. 1. New York: springer, 2009.
2. Montgomery, Douglas C., and George C. Runger, Applied statistics and probability for engineers. John Wiley & Sons, 2010
3. Newbold, Carlson, Thorne-Statistics for Business and Economics, 6th ed., Pearson
4. Lind, Marchal, Wathen-Statistical techniques in business and economics, 13th ed, McGraw-Hill.
5. Hair, J. F. Jr., Anderson, R.E., Tatham, R.L. and Black W.C., “*Multivariate Data Analysis*”, Prentice-Hall International Ltd., London, sixth edition, 2007.

21MS3010	PREDICTIVE MODELING	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Understand the basic of model building
2. Apply and infer train and test models
3. Predict future based on the past data

Course Outcomes

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

1. Remember & derive insights and apply for future
2. Understand useful information from the data
3. Validate the model built
4. Evaluate & learn strategies in data wrangling and feature engineering to improve predictive models.
5. Evaluate a variety of predictive model.
6. Analyse gain extensive additional experience working on complex modelling problems using statistical software.

Module 1 Overview of Predictive Analytics (10 Hours)

What is Predictive Analytics? Parametric vs Non-parametric models-Predictive analytics vs Business Intelligence-Similarities between Predictive Analytics and Business intelligence-predictive Analytics vs Data Mining-Challenges in using predictive analytics- Train and Test Model Building- Model Validation-Types, Supervised, Unsupervised, Reinforcement- Examples, Advantages, Disadvantages.

Module 2 Setting up the problem (10 Hours)

Predictive analytics Processing steps: CRISP -DM Business understanding-The three-legged stool-Defining data for predictive modelling-Defining the columns as measures-Defining the unit of analysis-Defining the target variable-Defining measures of success for predictive models-Success criteria for classification-Success criteria for estimation-Doing predictive modelling out of order-Building model first-Early model deployment.

Module 3 Stochastic Gradient Descent (10 Hours)

Overview of Regression and Classification models-Classification models: Metrics of performance of classification models. Stochastic Gradient Descent-Batch Gradient Descent-Stochastic Gradient Descent-Mini-Batch Gradient Descent-SGD Algorithm.

Module 4 Artificial Neural networks (10 Hours)

Neural Networks-Building blocks: The Neuron-Neural network training-The flexibility of neural networks-Neural network settings-Neural network pruning-Interpreting neural networks-Neural network decision boundaries-other practical considerations for neural networks

Module 5 Decision trees (10 Hours)

The Decision tree landscape-Building decision trees-Decision tree splitting Metrics-Decision tree Knobs and options-Reweight records: priors, Reweight records: Misclassification costs-other practical considerations for Decision trees. Measuring predictor importance.

Module 6 Applications (10 Hours)

Factors that can affect model performance. Case study: Grant application models. High-dimensional data (re-visited). Case study: Concrete Mixture Strength models. Case Studies: Titanic, Diamonds, Stores Dataset-Train and test data splitting, Train, Validation, testing data split, Simple, multiple Linear and regression model building model using basics and CARET package. Predict the survival in Titanic dataset, Predict the price of diamonds in Diamonds dataset, Predict sales for the supermarket stores dataset.

References

1. Max Kuhn and Kjell Johnson, Applied Predictive Modeling, Springer (2013). (Available online)
2. Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning: With Applications in R, Springer (2013). <http://www-bcf.usc.edu/~gareth/>
3. Alan J. Izenman, Modern Multivariate Statistical Techniques: Regression, Classification, and Manifold Learning, Springer (2008).
4. Trevor Hastie, Robert Tibshirani, and Jerome Friedman, The Elements of Statistical Learning: Data Mining, Inference, and Prediction, Second Edition, Springer (2009) (The book is free online).
5. Christopher M. Bishop, Pattern Recognition and Machine Learning, (2006).
6. Ian Witten, Eibe Frank, and Mark Hall, Data Mining: Practical Machine Learning Tools and Techniques, Third Edition, (2011).
7. Dean Abbott .Applied Predictive Analytics: Principles and Techniques for the professional Data Analyst, Wiley.

21MS3011	HEALTHCARE DATA ANALYTICS	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Discuss the role of data analytics in quality and performance improvement efforts.
2. Describe the tools and techniques used for data analytics in health care organizations.
3. Identify techniques to communicate insights gained from data analysis.

Course Outcomes

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

1. Analyze current and historical industry data to predict trends, improve outreach, and even better manage the spread of diseases.
2. Understand a broad range of businesses and offers insights on both the macro and micro level.
3. Understand the solution to solve human problems.
4. Predict outbreaks of epidemics.
5. Create strategy to avoid preventable diseases.
6. Improve the quality of life in general.

Module 1 Introduction to Quality Improvement and Data Analytics (10 Hours)

Discuss the drivers for health care transformation - Identify quality initiatives that have shaped the national health care landscape - Define health care quality and value - Describe the background and evolution of quality and performance improvement - Discuss the quality improvement frameworks that utilize analytics - Define health care data analytics - Discuss how analytics can help transform health care.

MODULE 2 Health Care Data as an Organizational Asset (10 Hours)

Describe the data information, knowledge and wisdom hierarchy - Explain how data can be an organizational asset - List sources of health care data - Describe the challenges HCO's face when using data for quality and performance improvement - Describe an organizational approach for effective use of data analytics - Describe the role of data governance.

MODULE 3 Working with Data (10 Hours)

Describe the information value chain - Discuss the importance of data context and relevance to business

processes - Define common data types - Define basic statistical terms - Recognize common patterns or distributions in statistics - Describe distributions using numerical measures such as mean, median and standard deviation - Identify common graphical representations of data including histograms, bar charts and scatterplots.

MODULE 4 Data Analytics Tools and Techniques (10 Hours)

Define data analytics terms - Describe the process steps of data analytics and the tools used in each step - Describe the role of the data analyst - Identify tools and techniques used to analyze and interpret healthcare data effectively - Describe the various types of databases and how they are structured - Describe key data warehouse concepts - Describe enterprise data architecture as seen in health care organizations.

MODULE 5 Using Data to Solve Problems (10 Hours)

Define measures, metrics, and indicators - Describe the purpose and use of Key Performance Indicators (KPI's) - Describe how health care organizations use the IHI Triple Aim to prioritize performance goals - Describe the DMAIC problem: solving model and the tools and techniques used in each step of the process - Apply the DMAIC methodology to a health care issue.

MODULE 6 Using the Data to Tell the Story (10 Hours)

Describe ways to effectively display data for improved comprehension - Select appropriate options for displaying information - Identify background information that should be included in reports - Determine what information stakeholders want and need to know - Determine the best ways to communicate information with specific audiences.

References

1. Miller K, "Big Data Analytics in Biomedical Research, Biomedical Computation Review"
2. Murdoch TB and Detsky AS "The inevitable application of big data to health care"
3. Hamburg MA and Collins FS "The path to personalized medicine"
4. O'Reilly T, Loukides M, Steele J, and Hill C "How Data Science Is Transforming Health Care"
5. Ikanow: Data Analytics for Healthcare: Creating Understanding from Big Data.

21MS3012	MACHINE LEARNING	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Get an overall idea on machine learning
2. Build models using Machine Learning
3. Perform machine learning based projects

Course Outcomes

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

1. Have hands-on practice on machine learning concepts
2. Effectively build machine learning models for projects
3. Master the important algorithms for machine learning
4. Perform sentiment analysis
5. Identify fake news
6. Identify human activity

Module 1 Foundations for Machine Learning (10 Hours)

Introduction to Machine Learning-Machine Learning Techniques Overview-Validation Techniques-Principal Component Analysis

Module 2 Clustering (10 Hours)

Distance Measures-Clustering Methods-Constructing A Hierarchical Cluster-Measures of Quality of Clustering-K Nearest Neighbour

Module 3 Algorithms (10 Hours)

Linear Regression-Logistic Regression-Cart -Naïve Bayes-Random Forests

Module 4 Support Vector Machines (10 Hours)

Linear Learning Machines and Kernel Space-SVM For Classification Problems-SVM For Regression Problems

Module 5: Sentiment Analysis (10 Hours)

Importing Data-Training and Testing -Choosing Model -Validating Model

Module 6: Project (10 Hours)

Fake News Detection-Human Activity Recognition Using Smartphone Dataset-Sentiment Analysis on Social Media Posts

References

1. “Machine Learning for Absolute Beginners: A Plain English Introduction (Second Edition)” by Oliver Theobald
2. “Machine Learning for Dummies” by John Paul Mueller and Luca Massaron
3. “Fundamentals of Machine Learning for Predictive Data Analytics: Algorithms, Worked Examples, and Case Studies” by John D. Kelleher, Brian Mac Namee, and Aoife D'Arcy
4. “Machine Learning in Action” by Peter Harrington
5. Introduction to Machine Learning with Python: A Guide for Data Scientists.
6. The Hundred Page Machine Learning Book
7. Python Machine Learning: Machine Learning and Deep Learning with Python, scikit-learn, and Tensor Flow 2, 3rd Edition Kindle Edition

21MS3013	BIG DATA IN PRACTICE	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Understand the Big Data Platform and its Usecases
2. Apply analytics on Structured, Unstructured Data.
3. Exposure to Data Analytics

Course Outcomes

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

1. Identify Big Data and its Business Implications.
2. List the components of Hadoop and Hadoop Eco-System
3. Access and Process Data on Distributed File System
4. Manage Job Execution in Hadoop Environment
5. Develop Big Data Solutions using Hadoop Eco-System
6. Analyze Infosphere Big Insights Big Data Recommendations.
7. Apply Machine Learning Techniques

Module 1 Introduction (10 Hours)

Types of Digital Data, Introduction to Big Data, Big Data Analytics, History of Hadoop, Apache Hadoop, Analyzing Data with Unix tools, Analysing Data with Hadoop, Hadoop Streaming, Hadoop Echo System, IBM Big Data Strategy, Introduction to Info sphere Big Insights and Big Sheets.

Module 2 Corporate cases (10 Hours)

Wal-Mart: How Big Data Is Used to Drive Supermarket Performance-CERN: Unraveling The Secrets Of The Universe With Big Data-Netflix: How Netflix Used Big Data To Give Us The Programmes We Want-Rolls-Royce: How Big Data Is Used To Drive Success In Manufacturing-Shell: How Big Oil Uses Big Data-Apaxio: How Big Data Is Transforming Healthcare- Lotus F1 Team: How Big Data Is Essential To The Success Of Motorsport Teams

Module 3 Corporate cases (10 Hours)

Pendleton & Son Butchers: Big Data For Small Business - US Olympic Women's Cycling Team: How Big Data-Analytics Is Used To Optimize Athletes' Performance - ZSL: Big Data In The Zoo And To Protect Animal-Facebook: How Facebook Use Big Data To Understand Customers- John Deere: How Big Data Can Be Applied On Farms-Royal Bank of Scotland: Using Big Data To Make Customer Service More Personal-LinkedIn: How Big Data Is Used To Fuel Social Media Success-Microsoft: Bringing Big Data To The Masses- Acxiom: Fuelling Marketing With Big Data

Module 4 Corporate cases (10 Hours)

Nest: Bringing The Internet of Things Into The Home- GE: How Big Data Is Fuelling The Industrial Internet-Etsy: How Big Data Is Used In A Crafty Way - Narrative Science: How Big Data Is Used To Tell Stories- BBC: How Big Data Is Used in the Media - Milton Keynes: How Big Data Is Used To Create Smarter Cities - Palantir:

How Big Data Is Used To Help The CIA And To Detect Bombs In Afghanistan- Airbnb: How Big Data Is Used To Disrupt The Hospitality Industry

Module 5 Corporate cases (10 Hours)

Fitbit: Big Data in The Personal Fitness Arena- Ralph Lauren: Big Data In The Fashion Industry- Zynga: Big Data In The Gaming Industry - Autodesk: How Big Data Is Transforming The Software Industry - Walt Disney Parks and Resorts: How Big Data Is Transforming Our Family Holidays- Experian: Using Big Data to Make Lending Decisions and To Crack Down On Identity Fraud.

Module 6 Corporate cases (10 Hours)

Google: How Big Data Is at The Heart of Google's Business Model- TerraSeismic: Using Big Data To Predict Earthquakes- Apple: How Big Data Is At The Centre Of Their Business-Twitter: How Twitter And IBM Deliver Customer Insights From Big Data - Uber: How Big Data Is At The Centre Of Uber's Transportation Business- Electronic Arts: Big Data In Video Gaming-Kaggle: Crowd sourcing Your Data Scientist-Amazon: How Predictive Analytics are used to get a 360 Degree view of consumers

References

1. Tom White "Hadoop: The Definitive Guide" Third Edition, O'reily Media, 2012.
2. Seema Acharya, Subhasini Chellappan, "Big Data Analytics" Wiley 2015.
3. Michael Berthold, David J.Hand, "Intelligent Data Analysis", Springer, 2007.
4. Jay Liebowitz, "Big Data and Business Analytics" Auerbach Publications, CRC press (2013)
5. Tom Plunkett, Mark Hornick, "Using R to Unlock the Value of Big Data: Big Data Analytics with Oracle R Enterprise and Oracle R Connector for Hadoop", McGraw-Hill/Osborne Media (2013), Oracle press.
6. Anand Rajaramanand Jeffrey David Ulman, "Mining of Massive Datasets", Cambridge University Press, 2012.
7. Bill Franks, "Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics", John Wiley & Sons, 2012.
8. GlenJ. Myat, "Making Sense of Data", John Wiley & Sons, 2007
9. Pete Warden, "BigDataGlossary", O'Reily, 2011.
10. Michael Mineli, Michele Chambers, Ambiga Dhiraj, "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses", Wiley Publications, 2013.
11. Arvind Sathi, "Big Data Analytics: Disruptive Technologies for Changing the Game", MCPress, 2012
12. Paul Zikopoulos, Dirk De Roos, Krishnan Parasuraman, Thomas Deutsch, James Giles, David Corigan, "Harness the Power of Big Data The IBM Big Data Platform", Tata McGraw Hill Publications, 2012.

21MS3014	R FOR BUSINESS	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Understand critical programming language concepts
2. Configure statistical programming software
3. Make use of R loop functions and debugging tools

Course Outcomes

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

1. Understand to Collect detailed information using R profiler
2. Explore Recommendation Systems with functions like Association Rule Mining , user-based collaborative filtering and Item-based collaborative filtering among others
3. Perform statistical analysis
4. Learn where to use algorithms - Decision Trees, Logistic Regression, Support Vector Machines, Ensemble Techniques etc
5. Use various packages in R to create fancy plots
6. Apply various supervised machine learning techniques

Module 1 Introduction to R (10 Hours)

Data types in R and its appropriate uses - the built-in functions in R like: seq(), cbind (), rbind(), merge(),

knowledge on the various sub setting methods, summarize data by using functions like: str(), class(), length(), nrow(), ncol() - use of functions like head(), tail(), for inspecting data - Indulge in a class activity to summarize data - dplyr package to perform SQL join in R.

Module 2 Data Manipulation in R (10 Hours)

Data Cleaning, functions used in Data Inspection, tackling the problems faced during Data Cleaning, uses of the functions like grepl(), grep(), sub(), Coerce the data, uses of the apply() functions.

Module 3 Data Import Techniques in R (10 Hours)

Import data from spreadsheets and text files into R, import data from other statistical formats like sas7bdat and SPSS, packages installation used for database import, connect to RDBMS from R using ODBC and basic SQL queries in R, basics of Web Scraping.

Module 4 Exploratory Data Analysis (10 Hours)

Understanding the Exploratory Data Analysis (EDA), implementation of EDA on various datasets, Boxplots, whiskers of Boxplots. Understanding the cor() in R, EDA functions like summarize(), llist(), multiple packages in R for data analysis, the Fancy plots like the Segment plot, HC plot in R.

Module 5 Data Visualization in R (10 Hours)

Understanding on Data Visualization, graphical functions present in R, plot various graphs like tableplot, histogram, Boxplot, customizing Graphical Parameters to improvise plots, understanding GUIs like Deducer and R Commander, introduction to Spatial Analysis.

Module 6 Data Mining: Decision Trees and Random Forest (10 Hours)

Decision Tree, the 3 elements for classification of a Decision Tree, Entropy, Gini Index, Pruning and Information Gain, bagging of Regression and Classification Trees, concepts of Random Forest, working of Random Forest, features of Random Forest, among others.

References

1. Andy Field, Jeremy Miles, Zoe Field, Discovering Statistics using R, SAGE Publications Limited; 1st edition 1900.
2. Hadley Wickam and Garrett Gorlemund, R for data science : Import, Tidy, Transform, Visualize, And Model Data, O'Reilly; 1st edition, 2017.
3. Robert L. Kabacoff, R in action, Dreamtech Press, O'Reilly, First edition, 2017.
4. Garrett Grolemond, Hands-On Programming with R: Write Your Own Functions and Simulations, Shroff/O'Reilly, First edition, 2014.
5. Jared P. Lander, R for Everyone: Advanced Analytics and Graphics, Pearson Education, second edition, 2018.

21MS3015	SOCIAL MEDIA DATA MINING AND ANALYTICS	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Improve the efficiency of customer service.
2. Improve the market research carried out on **social** channels.
3. Make better business decisions by leveraging social media data.

Course Outcomes

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

1. Help companies better understand the needs and expectations of their customers.
2. Understand and apply key concepts in social media metrics.
3. Invest smarter in product development and marketing.
4. Increase their competitive intelligence, and demonstrate their social media ROI.
5. Develop social media strategy and measure social media campaign effectiveness.
6. Understand and apply social media analytics tools.

MODULE 1 Users: The who of Social Media (10 Hours)

Measuring Variations in User Behavior in Wikipedia - The Diversity of User Activities - The Origin of the User Activity Distribution - The Consequences of the Power Law - The Long Tail in Human Activities - Long Tails Everywhere: The 80/20 Rule (p/q Rule) - Online Behavior on Twitter - Retrieving Tweets for Users -

Logarithmic Binning - User Activities on Twitter.

MODULE 2 Networks: The How of Social Media (10 Hours)

Types and Properties of Social Networks - **When Users Create the Connections:** Explicit Networks - Directed Versus Undirected Graphs - Node and Edge Properties - Weighted Graphs - Creating Graphs from Activities: Implicit Networks - Visualizing Networks - **Degrees:** The Winner Takes All -Counting the Number of Connections - The Long Tail in User Connections - Beyond the Idealized Network Model - **Capturing Correlations:** Triangles, Clustering, and Assortativity -Local Triangles and Clustering – Assortativity.

MODULE 3 Temporal Processes: The When of Social Media (10 Hours)

What Traditional Models Tell You About Events in Time - When Events Happen Uniformly in Time - Inter-Event Times - Comparing to a Memoryless Process - Autocorrelations - Deviations from Memory lessness - Periodicities in Time in User Activities - Bursty Activities of Individuals - Correlations and Bursts - Reservoir Sampling - Forecasting Metrics in Time - Finding Trends - Finding Seasonality - Forecasting Time Series with ARIMA - The Autoregressive Part (“AR”) - The Moving Average Part (“MA”) - The Full ARIMA(p, d, q) Model.

MODULE 4 Content: The What of Social Media (10 Hours)

Defining Content: Focus on Text and Unstructured Data - Creating Features from Text: The Basics of Natural Language Processing - The Basic Statistics of Term Occurrences in Text - Using Content Features to Identify Topics -The Popularity of Topics - How Diverse Are Individual Users’ Interests? -Extracting Low-Dimensional Information from High-Dimensional Text -Topic Modeling -Unsupervised Topic Modeling - Supervised Topic Modeling -Relational Topic Modeling.

MODULE 5 Processing Large Datasets (10 Hours)

MapReduce: Structuring Parallel and Sequential Operations - Counting Words - Skew: The Curse of the Last Reducer - Multi-Stage MapReduce Flows - **Fan-Out** - Contents xv Merging Data Streams - Joining Two Data Sources - Joining Against Small Datasets - Models of Large-Scale MapReduce - Patterns in MapReduce Programming -Static MapReduce Jobs - Iterative MapReduce Jobs - PageRank for Ranking in Graphs - k-means Clustering - Incremental MapReduce Jobs - Temporal Map Reduce Jobs - Rollups and Data Cubing - Expanding Rollup Jobs

MODULE 6 Learn, Map, and Recommend (10 Hours)

Social Media Services Online - Search Engines - Content Engagement - Interactions with the Real World - Interactions with People - Problem Formulation - Learning and Mapping - Matrix Factorization - Learning, Training - Under- and Overfitting - Regularizing in Matrix Factorization - Non-Negative Matrix Factorization and Sparsity - Demonstration on Movie Ratings - Interpreting the Learned Stereotypes - Exploratory Analysis - Prediction and Recommendation - Evaluation - Overview of Methodologies - Nearest Neighbor-Based Approaches - Approaches Based on Supervised Learning - Predicting Movie Ratings with Logistic Regression - Common Issues with Features - Domain-Specific Applications.

References

1. Zeng, D., Chen, H., Lusch, R., & Li, S-H ” Social media analytics and intelligence”.
2. Scott, J. “Social network analysis”.
3. Rollason, Harry “why social media makes customer service better”.
4. Thomson Reuters “News analytics for internet news and social media”.
5. Lazer D et al “Computational social science”.
6. D. and Fodor, M. (2010). Can you measure the ROI of your social media
7. marketing? Sloan Management Review. 52(1).

21MS3016	FINANCIAL MODELING	L	T	P	C
		0	0	4	2

Course Objectives

Enable the students to:

1. Demonstrate the concepts, principles and the role of modeling in Finance
2. Bring out the modern approach of analysing and interpreting the financial health of an organisation
3. Get prepared for an exciting, challenging and rewarding managerial career that requires forecasting finance

Course Outcomes

Equip the students to:

1. Understand the features of Excel in Financial Modeling
2. Develop an Understanding on the basics of the principles and techniques of Sensitivity Analysis and Simulation using Excel
3. Apply the tools and techniques of Excel in the analysis of Financial Statements.
4. Analyze the risk in Project Appraisal by using suitable valuation techniques to determine the viability of the Project.
5. Evaluate an Efficient Portfolio and apply appropriate model in the valuation process of derivatives.
6. Create Subroutines and Build a Model using Visual Basic Application.

Course Description

12 Practical Lab Exercises are to be conducted on the Topics mentioned below:

1. Features of Excel in Financial Modeling
2. Sensitivity analysis and Simulation using Excel
3. Excel in Financial Statement Analysis
4. Excel in Project appraisal and Valuation
5. Excel in Portfolio Theory and Derivatives
6. Subroutines and Designing Advanced Financial Models using VBA

Note: This course will be offered in Real Time Application with the Advanced Excel Module

References:

1. Simon Benningo, 2014, "Financial Modeling", 4th edition, The MIT Press, Cambridge, Massachusetts, London
1. Michael Rees, 2018, "Financial Modeling in Practice: A concise guide using Excel and VBA for Intermediate and Advanced Level", Kindle edition, John Wiley & Sons Ltd., United Kingdom
2. Joachim H & Dietmar E, 2017, "Financial Modeling – An Introductory Guide to Excel and VBA Applications in Finance", 1st edition, Macmillan Publishers Ltd, United Kingdom
3. Michael Samonas, 2015, "Financial Forecasting, Analysis, and Modeling: A Framework for Long-Term Forecasting", 1st edition, John Wiley & Sons Ltd., United Kingdom
4. Alastair L Day, 2012, "Mastering Financial Modeling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance", 3rd edition, FT Publishing International
5. Paul Pignataro, 2013, "Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity", 1st edition, John Wiley & Sons Ltd., United Kingdom

21MS3017	FINANCIAL DATA ANALYTICS	L	T	P	C
		0	0	4	2

Course objectives:

The objectives of the course are to:

1. Provide knowledge on analyzing financial data on managerial decision making
2. Listing the concepts on analyzing financial data
3. Develop decision making process on financial data

Course outcomes:

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

1. Remember the concepts on financial analysis
2. Understand the instruments that needs financial analysis
3. Apply the tools and techniques in financial data analytics
4. Analyse the suitable options and methods in financial decision making
5. Evaluate the returns on financial decision
6. Create a model for taking effective financial decision

Course Description

12 practical lab exercises will be conducted on the topics mentioned below:

1. Time value of money
2. Valuation of bonds

3. Risk and return analysis
4. Efficient frontier
5. Security market line
6. Predictive analysis

Note: This course will be offered in real time application with the suitable analytical tools

References:

1. Timothy R. Mayes, Financial Analysis with Microsoft Excel, South-Western CENGAGE Learning
2. Francis J Clauss, Corporate Financial Analysis with Microsoft Excel
3. Alastair L. Day, Mastering Financial Mathematics in Microsoft Excel A practical Guide for Business Calculations, 2nd e, FT Prentice Hall
4. Michael Olafusi, Microsoft Excel and Business Data Analysis for the busy Professional
5. Stephaen Penman, Financial Statement Analysis and Security Valuation, (2007), McGraw-Hill Education

21MS3018	BIG DATA, ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING IN FINANCIAL SERVICES	L	T	P	C
		3	0	0	3

Course objectives:

The objectives of the course are to:

1. Demonstrate an understanding of Artificial Intelligence, Machine Learning and thus provide examples of applications across industry sectors.
2. Leverage the power of analytics as a critical determinant of organizational success.
3. Enable students to complex real-world problems and assimilate the data driven decision support for all core business operations.

Course outcomes:

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

1. Understand the key issues in big data management and its associated applications in intelligent business and scientific computing.
2. Remember the basic concepts of Artificial Intelligence and articulate the ethical boundaries of AI.
3. Analyse the different machine learning approaches for recognition of specific activity.
4. Apply insights on data analysis and interpretation of financial and transactional business events.
5. Evaluate various implements of intelligent solutions for the infrastructures available in today's society.
6. Create and develop an appropriate model

Module 1: Big Data Science for Financial Services (8 hours)

Types of Data- Types of Learning- Types of Tasks - Types of Approaches- Importance of Data- Small Data Set- Larger Data Set- Big Data- Big Data Finance (BDF)- Big Data Finance Professionals- Financial Data Structures- Essential Types of Financial Data- Labeling- Sample Weights- Modeling

Module 2: Artificial Intelligence for Financial Services (8 hours)

Bayesian Statistics and Probability Theory-Scientific Reasoning—Mathematical Modelsand Predictions- Reasoning Systems- Problem Solving Strategies: The Search Spaceand Algorithms- Intelligent Agents- Rationality- Task Environments- Sense vs. Perceive- Structure of Agents- Agent Programs- Learning Agents- Multiagent- Agent Development Methodologies.

Module 3: Machine Learning for Financial Services (8 hours)

Machine Learning: A Cognitive Perspective- Weight Adjustment- Induction- Clustering- Neural Computation- Applications of Machine Learning- Types of Learning Problems- Supervised Learning- Unsupervised Learning- Reinforcement Learning- Memory-Based Learning- Model Based Learning- Deep Learning- Bias and Variance- Machine Learning Lifecycle- Machine Learning Algorithms.

Module 4: Data-Driven Finance (8 hours)

Scientific Method- Financial Econometrics and Regression- Data Availability- Programmatic APIs- Structured Historical Data- Structured Streaming Data- Unstructured Historical Data- Unstructured Streaming Data- Alternative Data- Expected Utility and Reality- Mean-Variance Portfolio Theory- Capital Asset Pricing Model- Arbitrage Pricing Theory- Debunking Central Assumptions- Linear Relationships.

Module 5: Deep Neural Network (8 hours)

Deep Neural Network Predicting Unplanned Deceptive Human Behavior Patterns- Surveillance and Marketing Human Behavior- Physiological Pattern Recognition of Human Movement for Identity Management- Virtual Assistant

Module 6: Chat Bot (5 hours)

Chat Bot to Answer Human Subject Queries- Medical Condition Assistant—Wearable Continuous Well-being Monitoring- Monitoring Social Networks for Fake News- Artificial Intelligence Balance Between Supply & Demand.

References:

1. Hovsepian, F., Skilton, M. (2017). The 4th Industrial Revolution: Responding to the Impact of Artificial Intelligence on Business. Germany: Springer International Publishing.
2. Aldridge, I., Avellaneda, M. (2021). Big Data Science in Finance. United States: Wiley.
3. Lookabaugh, B., Puri, S., Tatsat, H. (2020). Machine Learning and Data Science Blueprints for Finance. China: O'Reilly Media.
4. Li, K., Sarkar, M., Sahoo, J. P., Tripathy, A. K., Chinara, S. (2020). Advances in Distributed Computing and Machine Learning: Proceedings of ICADCML 2020. Germany: Springer Singapore.
5. Machine Learning for Asset Management: New Developments and Financial Applications. (2020). United States: Wiley.
6. Guida, T., Coqueret, G. (2020). Machine Learning for Factor Investing: R Version. United States: CRC Press.
7. Lopez de Prado, M. (2018). Advances in Financial Machine Learning. Wiley, Germany.
8. Hilpisch, Y. (2020). Artificial Intelligence in Finance. O'Reilly Media, United States

WEBSITE LINKS:

1. <https://www.upgrad.com/blog/data-science-use-cases-finance-industry/>
2. <https://corporatefinanceinstitute.com/resources/knowledge/other/big-data-in-finance/>
3. <https://builtin.com/artificial-intelligence/ai-finance-banking-applications-companies>
4. <https://www.businessinsider.com/ai-in-finance>
5. <https://towardsdatascience.com/machine-learning-in-finance-why-what-how-d524a2357b56>

21MS3019	BLOCKCHAIN AND CRYPTO CURRENCY	L	T	P	C
		3	0	0	3

Course objectives:

The objectives of the course are to:

1. To provide conceptual understanding of how blockchain technology and improve business processes.
2. Ability to leverage the power of analytics as a critical determinant of organizational success.
3. To develop & integrate ideas from various domains and implement the technology in different perspectives.

Course outcomes:

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

1. Understand the basic concepts of distributed systems and structure of Blockchain.
2. Remember and Gain insights on Bitcoin and understand the mechanics of Bitcoin transactions.
3. Apply a deeper insight on various versions of Blockchains.
4. Analyze the blockchain Learning and its application for various Business Models.
5. Evaluate the various versions of blockchains
6. Create blockchain Solutions and understand the idea of Blockchain Society.

Module 1: Overview of Block Chain (8 hours)

A Payment System- Two types of Software Architecture- Advantages of Distributed Systems- Disadvantages of Distributed Systems- Mixing Centralized and Distributed Systems- Purpose of Blockchain- Layers of Blockchain- Blockchain Uses and Use Cases- Laying the Blockchain Foundation- Cryptography- The Structure of Blockchains - Blockchain Applications- The Blockchain Life Cycle- Blockchains in Use

Module 2: Bitcoins and Block Mining (8 hours)

History of Money- Dawn of Bitcoin- Bitcoin Definition- Working with Bitcoins- The Bitcoin Blockchain- Block Structure-Merkle Tree-The Genesis Block-The Bitcoin Network- Network Discovery for a New Node-Bitcoin Transactions- Consensus and Block Mining- Block Propagation- Bitcoin Scripts- Bitcoin Wallets.

Module 3: Block Chain & Crypto currency (8 hours)

Blockchain 1.0: Currency- How a Cryptocurrency Works- Blockchain 1.0 in Practical Use- Blockchain 2.0: Contracts- Financial Services- Crowdfunding- Bitcoin Prediction Markets- Smart Property- Smart Contracts- Blockchain 2.0 Protocol Projects- Ethereum: TuringComplete Virtual Machine- Automatic Markets and Trade nets- The Blockchain as a Path to Artificial Intelligence- Blockchain 3.0: Applications BeyondCurrency, Economics, and Markets- Blockchain Science: Grid coin, Folding coin , Crypto currency

Module 4: Block Chain in Financial Transactions (8 hours)

Blockchain in Banking , Cross-border transactions ,Clearing and Settlement, Trade finance platforms , Digital Identity Verification -Privacy Challenges for Personal Records-

Module 5: Blockchain Genomics (8 hours)

Blockchain Learning: Bitcoin MOOCs and Smart Contract Literacy- Learn coin- Currency, Token, Tokenizing- Communitycoin- Campuscoin- Currency Multiplicity-Demurrage Currencies- Technical Challenges- Business Model Challenges- Scandals and Public Perception- Government Regulation- Blockchain Genomics

Module 6: Blockchain Solutions (5 hours)

Blockchain Inspired Solution- Business Currencies with Blockchain Inspired Solution- Blockchain complete solution- Seeking ValueConsorting with the Enemy- Game on for Tokenization- Embracing Consensus through Decentralization- Market Access and Participation- Enhanced Blockchain Solutions- Unleashing the Power of Smart Things- The Blockchain Organization - The Blockchain Society.

References:

1. Daniel Drescher, Block chain Basics: A Non-Technical Introduction in 25 Steps, 2017, Apress Publishers.
2. Dhameja, G., Singhal, B., Panda, P. S., Beginning Blockchain: A Beginner's Guide to Building Blockchain Solutions. (2018) Germany: Apress.
3. Daniel Drescher, "Block Chain Basics", Apress; 1st edition, 2017
4. Anshul Kaushik, "Block Chain and Crypto Currencies", Khanna Publishing House, Delhi.
5. Imran Bashir, "Mastering Block Chain: Distributed Ledger Technology, Decentralization and Smart Contracts Explained", Packt Publishing, first edition – 2012
6. Swan, M. (2015). Blockchain: Blueprint for a New Economy. United States: O'Reilly Media.
7. Uzureau, C., Furlonger, D. (n.d.). The Real Business of Blockchain: How Leaders Can Create Value in a New Digital Age. United States: Harvard Business Review Press.

WEBSITE LINKS:

1. <https://www.blockchain.com/learning-portal/bitcoin-faq>
2. <https://www.bitdegree.org/crypto/tutorials/blockchain-explained>
3. <https://link.springer.com/article/10.1007/s00287-020-01246-7>

21MS3020	APPLICATIONS IN MICRO FINANCE	L	T	P	C
		3	0	0	3

Course objectives:

Equip the students to:

1. Provide a broad understanding about the concepts of microfinance and institutional roles of its promotion as functional agents.
2. Understand the contextualized framework of sustainable development issues.
3. Gain insight on the nuances in microfinance institutions.

Course outcomes:

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

1. Understand the promotional microfinance activities.
2. Remember the history of problems and issues pertaining to microfinance
3. Apply knowledge in utilizing the services

4. Analyze the SHG growth and development
5. Evaluate existing rural and Urban credit structures
6. Create assessment parameters on MFI performance.

Module 1: Microfinance: Poverty Initiatives in India (8 hours)

Poverty Alleviation Programs -Shortcomings – Bangladesh Grameen Experiment, Savings Program – Micro Credits Summit 1997 and Policy Planning, Micro Credits and Microfinance: Agenda for Policy Planning, Government Initiatives for Rural Development: Agricultural Credits

Module 2 Role of Development Banks on Rural Credits (8 hours)

National Bank for Agriculture and Rural Development (NABARD) – The District Industries Center (DIC) – Small Industries Development Bank of India (SIDBI) – Lead Bank Scheme

Module 3 Government Schemes for Rural Development (8 hours)

Self-Employment and Entrepreneurship Development. Self Help Group Approach: Concept- Objective – Promotion, Group -Dynamics in Growth of SHGs: Issues to be addressed. Best Practices in Microfinance – Empowerment Strategy, Networking of Self Help Groups; Institutionalization of Self Help Movement

Module 4 Non-Banking Products and Performance Evaluation on Micro Finance (6 hours)

Development of Microfinance Products: Types of Products – Savings and loan products – Micro insurance, Regulation of Micro insurance; Insurer MFI Partnership Model – Securitization, Need for Securitization in India – Financial and Non-financial Parameters; Approach for MFI Evaluation – CRISIL Model, CRISIL's Criteria for MFI Evaluation

Module 5 MICROS (6 hours)

Regulatory Framework-Recommendations – E-governance for Rural Masses - RBI Guidelines for Self Help Groups Loan Schemes and State Government Regulation- Women entrepreneurship on SHGs.

Module 6 Quality of Credit in MFIs (9 hours)

Identifying the Qualitative information of the borrower/ Entrepreneur (Off Balance Sheet) Credit Assessment, Appraisal and Effective supervision and follow up . Predicting Loan failures using multiple discriminant analysis

References:

1. Karmakar K G, National Bank for Agriculture and Rural Development (NABARD) Mumbai Microfinance In India, (2008), Sage Publications Pvt Ltd, New Delhi
2. N Srinivasan, Microfinance India, State of the Sector Report 2009, *SAGE Publications Pvt. Ltd* , New Delhi.
3. Wilson, Kim, Harper, Malcolm & Griffith, Mathew, Financial Promise for the Poor, How Groups Build Microsavings, **(2010)**, Books for Development, Bangalore.
4. Shukla, Rajesh, How India Earns, Spends & Saves Unmasking the Real India? National Council for Applied Economic Research, New Delhi.
5. Karmakar K.G, Micro Finance in India, SAGE Publication.

21MS3021	FINANCIAL INSTITUTIONS, MARKETS AND SERVICES	L	T	P	C
		3	0	0	3

Course objectives

Equip the students to:

1. Understand the concepts of Financial Institutions, Financial markets, financial institutions and financial intermediaries.
2. Analyse the Digital transformation in Financial Sector
3. Examine the role of recent developments in Financial system in our country and its contributions for the economic development of our country.

Course outcomes

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

1. To Remember the Financial system and the economic development of our country
2. To Understand the Financial markets, Financial institutions and Financial intermediaries.
3. To Apply the relevance of Financial Instruments
4. To Analyse the Digital transformation in our Financial Sector.

5. To Evaluate Financial Institutions and Financial services for the economic development of our country.
6. To Create knowledge on Financial services

MODULE 1: FINANCIAL SYSTEM IN OUR COUNTRY (8 HOURS)

Financial system: Structure of Indian Financial System - Objectives of financial system- concepts of financial system-financial concepts development of financial systems in India-weakness of Indian financial system. Financial Institutions – Financial Markets – Financial intermediation – Financial instruments - Financial services.

MODULE 2: FINANCIAL MARKETS (8 HOURS)

Financial Markets- Money market-Organized and Unorganized- Sub markets-Capital market- Primary market – FPO - NFO-Book Building-Right Issue-Private placement- Bonus issue-Buy-back-Secondary Market-Stock exchanges- Role and functions of Stock Exchanges- BSE NSE. Regulatory authorities and their functions – RBI & SEBI

MODULE 3: FINANCIAL INSTRUMENTS & FINANCIAL INTERMEDIATION (7 HOURS)

Financial instruments- Money market instruments- Call money markets- Treasury bills-Repurchase agreements- Commercial paper- Certificate of deposits- Commercial bill market- Inter bank participation certificate - Capital market instruments- Shares- debentures- Bonds Financial intermediation and financial disintermediation

MODULE 4: FINANCIAL INSTITUTIONS (8 HOURS)

Financial institutions - Commercial banks, Co- operative banks, Payment banks , Small banks, NBFC, Insurance Co., Mutual funds

MODULE 5: FINANCIAL REGULATORY AUTHORITIES & DIGITAL TRANSFORMATION (6 HOURS)

Financial Regulatory authorities - SEBI, IRDA, RBI - Digital transformation - Payment and settlement system

MODULE 6: FINANCIAL SERVICES (8 HOURS)

Financial Services-Nature and scope of financial services- classification of financial service industry-- - Leasing and hire purchasing- Factoring-Forfeiting- Securitization- – credit rating - Venture capital funds- Depository participants. Merchant banking services.

References:

1. Fedrick Mishkin, Stanley Eakins, Financial Markets and Institutions, 6th Edition, Perasons publishers
2. Peter Howells, Keith Bein, Financial Markets and Institutions, 5th Edition 2007
3. Pathak B.V. (2003), 'Indian Financial System', (1st edn.), Tata McGraw Hill, New Delhi
4. Nalini Prava Tripathi (2005), Financial Services, (3rd edition), Prentice Hall India, Delhi.
5. Avadhani, A. (1999), Marketing of Financial Services, (2nd edition), Himalaya Publishing House, Mumbai.
6. G.Ramesh Babu, Financial Services in India, (2005), (1st edition), Concept Publishing company, New Delhi.
7. Thummuluri Siddaiah, Financial Services, Pearson, 2011.
8. Bharati V. Pathak, 2011, The Indian Financial System: Markets, Institutions and Services, Pearson,

21MS3022	STRATEGIC COST MANAGEMENT	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Know the underlying cost classifications and its importance in decision-making
2. Gain hand - on proficiency in using the various SCM techniques
3. Practice Analytics for effective decision-making

Course outcomes

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

1. Understand the SCM and its techniques
2. Remember and comprehend different cost classifications
3. Develop and construct Comparative Cost statements using SCM techniques
4. Apply various SCM techniques & Analytics for Managerial decision situations in manufacturing and

service sectors

5. Evaluate alternate decisions using LC, Simulations and Time series analysis
6. Create Management Reports for continuous improvements

Module 1: Strategic Cost Management (10 hours)

Conceptual framework, environmental influences and cost management practices, role of SCM in Strategic positioning and Competitive advantage – Steps in Strategic cost analysis.

Module 2: Strategic Costing (10 hours)

Activity Based Costing, Target Costing, Life Cycle costing, Kaizen costing, JIT theory and constraints, Business Process Re-engineering and Benchmarking,

Module 3: Cost control and Cost reduction (10 hours)

Basics, Process, methods and techniques of cost reduction programme – Total cost management

Module 4 : Strategic Decision Making (10 hours)

Decision making and Pricing strategies – Inventory decision, Product-development decision, product policy, plant location, managerial decision making- Methods of Pricing – Cost plus , ROI, RNW pricing – Evaluation of different pricing methods – Pricing a New Product – Bottom line pricing – Transfer Pricing -Sensitivity analysis in pricing decisions. Balanced Score Card

Module 5: Costing of Service Sector (10 hours)

Methods, Pricing, and Performance Measurement – Quality control, Quality Assurance, Quality Management, Quality report

Module 6: Analytics in Cost Management (10 hours)

Learning curve in Managerial decision making, Exponential model, Cumulative model – Quoting for export order/tender. Impact of Learning curve in Labour variances – Simulation – Time series analysis

References:

1. Ravi Kishore, 2008 “Cost Management” 4th edition, Taxmann publications, New Delhi.
2. Vidya, 2008, “Cost Management and Strategic Approach” MacMillian India Ltd. New Delhi
3. Horngren, foster and Datar “ cost Accounting-a managerial emphasis Prentice Hall, latest edition, New Delhi
4. Robert Kaplan “Advanced Management Accounting” Prentice Hall Latest edition New Delhi
5. Business Strategy and Strategic Cost Management - Institute of Cost Accountants of India, Final Paper -15 – Study Materials.
6. Saxena and Vashist, 2011 Advanced Cost and Management Accounting Problems and Solutions, Sulthanchand and sons
7. Saxena V.K, 2020, Strategic Cost Management and Performance Evaluation, Sulthan Chand and sons

21MS3023	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Gain insight into financial markets specifically about Equity markets
2. Understand the mechanism of trading, listing, IPO and Valuation of Securities
3. Apply Portfolio Planning and to evaluate the performance of a portfolio.

Course outcomes

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

1. Understand the skills required in asset allocation; choice of various types of investment vehicles (stocks, ETF's, bonds, real estate) in a portfolio; performance measurement and manage a portfolio using investment simulation method.
2. Remember the back office and front-end of trading systems through NCCMP training program.
3. Analyse the growth and need of stock exchanges contributing to the economy
4. Apply relevant tools to assess the performance of Bonds for past years
5. Evaluate the securities performance of various sectors
6. Create portfolio analysis on the performance of Mutual funds of different AMCs

MODULE 1: Securities & stock market (8hours)

Investment Avenues – Financial markets: review, structures, primary & secondary market, Players in stock market, Investment Vs Speculation. Trading Mechanism in India - Mechanics in Trading

MODULE 2: Stock exchanges (10 hours)

Functions – BSE & NSE, Trading and Settlement process – Stock Indices – Methods of Computation-Listing of securities, OTCEI – IPO – Book Building Process, SEBI guidelines on listing of new issue - due diligence investigation for IPO.

MODULE 3: Valuation of Securities (10 hours)

Need, Types of valuation, Balance sheet, Book value, Liquidation value, Replacement value; Equity valuation approaches, DCF, Dividend Discount Model, CAPM and APT, (problems) – Bond Valuation.

MODULE 4: Risk and Return analysis (10 hours)

Systematic and unsystematic risks – Types of risks - Risk and Return analysis of stocks - Correlation coefficient - Covariance - Beta & Alpha – Markowitz Model – Risk Return assessment of individual and Portfolio

MODULE 5: Fundamental and Technical Analysis (12 hours)

Economic, Industry, Company, Intrinsic value, Technical analysis: Tools, charts, patterns, Dow Theory and Eliot wave theory-Efficient Market Theory and Random walk theory – Fundamentals of behavioural finance

MODULE 6: Portfolio Analysis (10 hours)

Portfolio planning, Implementation, principles, Guidelines for investment decisions, Measures for evaluation of performance of portfolio-Sharpe, Treynor and Jensen's measures of Index. Construction and Evaluation of a portfolio based on the financial analytical tools.

References:

1. Fisher, D.E., & Jodan, R.J. (2003), Security Analysis and Portfolio Management, (6th Edn.), Prentice hall of India, New Delhi
2. Zvi Bodie, Marcus & Mohanty., (2005), Investments, (6th Edn.), Tata McGraw Hill, New Delhi
3. Singh, P. (2004), Investment Management, (9th Edn.), Himalaya Publishing House, New Delhi
4. Kevin S., (2001), Security Analysis and Portfolio Management, Prentice hall of India, New Delhi
5. P. Pandian "Security Analysis and Portfolio Management", 2001 Vikas Publishing House.

21MS3024	FINANCIAL DERIVATIVES	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Know about the role of Forward and Future markets
2. Analyse the Option valuation & prices
3. Know about the Derivatives Markets

Course outcomes

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

1. Understand the practice on the trading platforms applying the commodity and currency market strategies using options, futures and swaps.
2. Remember on the Black & Scholes option pricing model and Greeks,
3. Apply the technique to evaluate and compare options of different maturities and strikes.
4. Analyse the forward and future prices
5. Develop the relevant options strategies
6. Create a model using the hedging technique in risk management

Module 1 Forward Contracts (10 hours)

Introduction-Features- Mechanism and Settlement of Contracts and factors influencing forward Contract Prices. The ways of computing Forward Price in Foreign Exchange Market

Module 2 Futures Contracts-Introduction and Mechanism (10 hours)

Introduction- types of traders-Hedgers, Speculators and Arbitrageurs, Convergence of future price to spot price, Daily Settlement and Margins, Hedging strategies using futures, Basis risk, Cross hedging, Stock index futures, An overview of Equity, Currency and Commodity Trading Process.

Module 3 Future Trading Process and SWAPS (10 hours)

Determination of Forward and Futures prices: Investment assets vs. consumption assets, short selling, Known income, Known yield, Future prices vs Expected spot prices, Expectation hypothesis, Normal backwardation, Contango – Mechanics of trading in Futures and factors influencing Future Prices. SEBI guidelines for Equity, Commodity and Currency Trading

Module 4 Option Contracts (10 hours)

Option Prices: Factors affecting call & put option prices, Determinants of Option values/premium, Restriction of option values, Price determination using Black – Scholes models and some extensions, Greeks, Dynamic hedging, Call option valuation, Put option valuation. Methodology for fixing Premium for both Long call and long put and methodology for fixing margins to short call and short put and Open Interest Impacts on call and Put. Option Mechanism in Equity and Currency Trading and SEBI Guidelines in Equity option and Currency option

Module 5 Process of Option Contracts (10 hours)

Hedge ratios, Binomial model. Option pricing by Monte Carlo simulation. Option strategies & prices: Protective put, covered call, straddle, Spreads, Collars. Option valuation: Introduction, Intrinsic and time values- Hedging using Strategies: Protective puts, protective calls, covered calls, spreads, combinations, delta hedging and Butterfly option.

Module 6 Debt Derivatives (10 hours)

Interest rate derivatives, Credit derivatives, Options in corporate securities: stocks, bonds, callable bonds, employee options – Counter party risk in derivatives market – Financial Engineering.

References:

1. R.Amuthan, 2013, Financial Derivatives, (2nd Edition) Himalaya Publications Private Limited, Mumbai
2. John Hull, 2010, Fundamentals of Futures and Options Markets (7th Edition) Pearson Higher Education
3. NCFM - Options Trading Strategies Module book, National Stock Exchange of India Ltd, 2009
4. John C Hull, 2010, Options, Futures, and Other Derivatives, (7th Edition), Pearson Higher Education
5. S.S.S. Kumar, 2010, Financial Derivatives, PHI Learning
6. S.L Gupta, Financial Derivatives: Theory, Concepts and Problems, 2009, PHI Learning

21MS3025	DIGITAL TRANSFORMATION IN BANKING AND INSURANCE	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Know the banking system in our country.
2. Analyse the Digital transformation in Financial sector
3. Examine Indian insurance structure and the regulations of insurance business and to understand the role of financial institutions economic development of our country.

Course outcomes

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

1. Understand the basics of the banking sector
2. Remember the reforms, technology introduction, modernisation of banks in India.
3. Apply knowledge on Non-fund based business like LC, guarantee etc
4. Evaluate the digital transformation in Banks and Insurance.
5. Analyse the growth and application of principles of Insurance
6. Create practical insights of NBFCs and solutions for Fintech challenges in our country.

MODULE 1: BANKING SECTOR IN INDIA (10 Hours)

Introduction - Banking Reforms - Modernization— RBI and commercial banks – Public sector banks and Private sector banks - Deposit schemes - Types of Customer - KYC and AML- Banker Customer Relationship - Subsidiary services - Analytics/ ML/ Artificial Intelligence in the BFSI sector

MODULE 2: LOANS AND ADVANCES (10 Hours)

Various Loan Facilities - Fund based and Non-fund based business - Credits appraisal, Assessment and Sanction of loan to individuals, MSME and corporate, Consortium -Digital Lending - Automated application review for loans and credit Real-time fraud detection Prediction of churn in credit cards.

MODULE 3: TECHNOLOGY DRIVEN BANKING (10 Hours)

Networking and E-Banking - ATM, Internet Banking, Mobile Banking, Payment and settlement system - NEFT, RTGS, IMPS, UPI, BHIM,CTS - RBI gateway, NPCI, IDRBT, SWIFT Recent Developments in digital transformation in Banking -Block chain and its impact on the banking and financial services sector – Robotic Process Automation

MODULE 4: RISK MANAGEMENT IN BANKS (10 Hours)

Risk Management - BASEL Committee - Non Performing Assets (IRAC) -meaning and causes Asset classification and Provisioning norms – Capital Adequacy norms - Basel I, II and III - Types of risk- Risk Process - Risk management

MODULE 5: INSURANCE (10 Hours)

Principles of insurance, Types of insurance (Life and non life insurance policies), Indian insurance sector reforms - Role of IRDA - General Insurance in India: Fire insurance- Marine insurance –Health insurance, Social insurance- , Risk Management- Banc assurance - Claim management, Reinsurance, Actuaries. Digital transformation

MODULE 6: FINTECH, FI & NBFC (10 Hours)

Fintech challenges - Peer to Peer lending -Capital formation & economic growth, Role of financial institutions in the economic growth of our country- Role of NBFC

Text Books:

1. Sundaram K.P.M. and Varshney 2015, P.N., Banking Theory Law and Practice, Sultan Chand & Sons.
2. Khan M Y, 2017, Indian Financial System, 10th ed., Tata McGraw Hill Education Private Limited.

References:

1. Benton E. Gup, 2011, Banking and Financial Institutions, John Wiley & Sons
2. Gupta P.K, 2004, Insurance and Risk Management, Himalaya publishing house, Mumbai
3. Vasant Desai, 2006, Banks and Institutional Management, Himalayan publishing house
4. Timothy W Koch & Scott Macdonald S, 2009, Bank Management – Thomson South Western
5. Shelagh Heffernan, Modern Banking, Cass Business School, City University London, John Wiley & Sons
6. FinTech and the Remaking of Financial Institutions, John Hill, School of Management, Marist College, 2018 Academic Press, Elsevier Inc. Town of Poughkeepsie, NY, United States
7. E. Rejda George & McNamara Michael, 2017, Principles of Risk Management and Insurance, Pearson.

21MS3026	FINANCIAL ANALYSIS AND REPORTING	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Know the concept, note on financial reporting
2. Gain hand on, in recognition and measurement
3. Aware of the regulatory framework

Course outcomes

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

1. Remember what is relevance and faithful representation
2. Develop understandability and verifiability in relation to the provision of financial information
3. Analyze the importance of comparability and timelines using accounting ratios
4. Apply IFRS standards in construction of cash flow statements
5. Evaluate alternate decisions concerning financial distress
6. Create Management Reports based on financial indicators

Module 1: Understanding the Financial Statements (10 hours)

Interpreting the Published Financial Statements and their interlinking with financial ratios and ratio analysis - General Purpose Financial reporting – Qualitative and Quantitative characteristics of financial statements – its relevance, faithful representation, materiality. Enhancing qualitative characteristics – its comparability, verifiability, timelines and understandability,

Module 2: Accounting for transactions in financial statement (10 hours)

The regulatory framework – The need for a regulatory framework – The International Accounting Standards Board (IASB) - Tangible Non-Current Assets, Intangible Non-current assets, Inventory and Biological assets, Government Grants, Foreign currency transactions, Taxation.

Module 3: Analyzing and Interpreting the Financial Statements (10 hours)

Calculation and Interpretation of accounting ratios, its usage and trends to address Users' and Stakeholders needs – benchmarking with Industry standards. Limitations of interpretation techniques.

Module 4: Preparation of Cash flow Statements (10 hours)

Prepare a statement of cash flows for a single entity (not a group) in accordance with IFRS standards.

Module 5: Financial Distress (10 hours)

Cost of financial distress, static tradeoff theory, pecking order theory and windows of opportunity theory – Predicting corporate failures using Altman's Z score, Argenti's A Score – Present data and information effectively with interpretation/recommendations/suggestions- use of technology as appropriate.

Module: 6 Reporting Financial Performance (10 hours)

Creating a Management Report – reporting on the results of discontinued operations – assets held of sale and discontinued operations.

References

1. ACCA Study Guide on Financial Reporting, Published by ACCA from time to time,
2. Stephen H Penman, 2017, financial Statement analysis and Security Valuation, 4th e, Tata McGraw hill publishing company ltd. New Delhi
3. Gokul Sinha, 2009, Financial Statement analysis, Prentice Hall of India, New Delhi
4. John J. Wild Subramanyam K.R and Robert F. Halsey, 2005, Financial Statement Analysis, Tata McGraw Hill Publishing company Ltd. New Delhi
5. Krishna G. Palepu, Paul M. Healy and victor L. Bernard, 2003, Business Analysis and Valutaion using Financial statements, Cengage Learning India Pvt Ltd., New Delhi,
6. Ruzbeh J. Bodhanwala, 2004, Understanding and Analysing Balance Sheets Using Excel Worksheet, PHI, New Delhi.

21MS3027	INCOME AND CORPORATE TAXATION	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Demonstrate the concepts and principles governing Direct and Indirect Taxes in India
2. Bring out the various approaches of analysing and interpreting the Tax Laws which are beneficial among Individuals and Corporates
3. Articulate the Tax Laws in Tax Planning and Consultancy to various kinds of Persons engaged in Business

Course outcomes

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

1. Understand the Concepts and Principles governing Goods and Service Taxes
2. Remember the Process of filing GST Returns and the Administrative Process governing Goods and Service Taxes
3. Analyse the Customs Law Proceedings in accordance with the Valuation Rules, Import and Export Procedures as per the Customs Act
4. Apply the principles to the Types of Companies and the steps involved in the Computation of Taxable Income of Companies
5. Evaluate and Compute the Taxable Income on the Salaries, House Property and Profits and Gains of Business or Profession
6. Create and Compute the Taxable Income on the Capital Gains, Income from House Property and apply the Deductions under Chapter VI A along with clubbing of Income and Set-off and Carry forward of losses

MODULE 1: Introduction to Goods and Service Tax (8 Hours)

Definition - Intra-state and Inter State supply - Exempted and zero rated supply - Mixed and composite supply; Introduction of CGST, SGST and IGST; Overview of GST and GST law (CGST and SGST): Constitutional provisions - Taxable event-supply - Destination principle - Concurrent Dual GST - Composition levy - Taxable persons - casual taxable persons - Non-resident taxable persons

MODULE 2: GST Business Process - Returns (12 Hours)

Filing returns - Types of returns and formats - input tax credit and its matching - Tax returns preparers accounts and records tax invoice - Debit/credit notes and payments, Inspection, search, seizure and arrest detention, confiscation of goods and conveyances, Management prosecution, offences and penalties

MODULE 3: Customs Law (12 Hours)

Basic Concepts, Types of Customs Duty, Valuation, Customs Procedures; Anti-Dumping Duties; Valuation Rules; Import procedures; Export procedures; Baggage; Stores; Warehousing; Demurrage.

MODULE 4: Assessment of Companies (12 Hours)

Introduction – Meaning of Company – Types of Companies – Computation of Depreciation –Computation of Taxable Income of Companies – Minimum Alternative Tax (MAT) – Computation of Tax Liability.

MODULE 5: Income under the Head Salaries, House Property and Profits & Gains from Business or Profession (7 Hours)

Salaries: Meaning, Basic Concepts, Allowances, Pension, Gratuity, Provident Fund; House Property: Chargeability, Computation of Annual Value, Deductions from Net Annual Value; Income under the head Profit and Gains of Business or Profession – Meaning - Method of Accounting- Chargeability Scheme of Business Deductions - Deemed Profits-Depreciation

MODULE 6: Income under Capital Gains, Other Sources and Permissible Deductions under Chapter VI A (9 Hours)

Income under Capital Gain: Basis of charge, Transfer of capital asset, Inclusion & Exclusion from Capital Asset, capital gain, computation of capital gain, Deductions from Capital Gains: Income from Other Sources (Theory Only) Permissible Deductions under section 80C to 80U; Setoff and Carry Forward of Losses and Clubbing of Income.

References:

1. Arpit Haldia & Mohd. Salim, 2021, “GST Law & Practice”, Kindle edition, Taxmann Publication Pvt. Ltd., India
2. Vinod K Singhania & Kapil Singhania, 2021, “Direct Taxes Law & Practice with special reference to Tax Planning”, 64th edition, Taxmann Publishing Pvt. Ltd., India
3. Milind Kumar, 2019, “Goods and Services Tax: Law and Practice”, 1st edition, EBC Publishing Pvt. Ltd., India
4. Rakesh Garg & Sandeep Garg, 2019, “Guide to GST on Services (HSN Code wise taxability of all services)”, 2nd edition, Bloomsbury Publishing PLC, India
5. Vinod K Singhania & Monica Singhania, 2021, “Students’ Guide to Income Tax including GST”, 64th edition, Taxmann Publications Private Limited, India
6. Manoharan T N, 2020, “Students’ Handbook on TAXATION”, 1st edition, Snow White Publishing Private Limited, India
7. Gabhawala & Gabhawala, 2020, “Tax Practice Manual, Day to Day Tax Practice Guide for Professionals”, 6th edition, Taxmann Publishing Private Limited, India

21MS3028	PERSONAL FINANCE ANAD WEALTH MANAGEMENT	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Provide the basics of investments related to personal finance
2. Conceptualize the process of wealth management to achieve financial goals
3. Develop the planning, analysing skill related to personal finance and wealth management

Course outcomes

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

1. Remember the concepts of Personal Finance
2. Understand the risk and risk management
3. Apply the strategy for building wealth
4. Analyse the different instruments for wealth management
5. Evaluate the credit options and maintain credibility
6. Create a wealth by proper tax planning

Module 1: Introduction to Personal Finance (10 Hours)

Understanding Personal Finance – Relating Economic key factors with Personal Finance - Time Value of Money and Personal Finance – Career Planning – Key steps in successful career planning – Financial Record Keeping – Reaching goals through budgeting

Module 2: Risk and Risk Management (10 Hours)

Concepts of risk – Risk Management Process – Understanding Insurance – protecting other property and liability – managing Health Expenses – Life Insurance Planning

Module 3: Wealth Management (10 Hours)

Meaning of Wealth Management - Starting Investment Program – Identify the kinds of Investments – establishing long term investment strategy - Fixed returns Instruments – Bonds, debentures – Money Market Instruments – Public Provident Funds – corporate deposits – Post Office Schemes

Module 4: Variable returns Instruments & Retirement Plans (10 Hours)

Investments in stocks, gold, Gold ETF, Real Estate, Mutual Funds – Retirement plan - Building portfolio to achieve financial goals

Module 5: Building and Maintaining Good Credit (10 Hours)

Reasons for and against using credit – setting personal debt limit – Credit approval Process – Maintaining credit reputation – Sources of Consumer loans credit cards, consumer installment loans – Influence of interest on consumer loans – vehicle and other mortgage loans – Dealing with over-indebtedness – Strategies to settle the Debt

Module 6: Taxation and Wealth Management (10 Hours)

Managing Income Tax – Steps in calculating Income Tax – Income Tax exemptions for Investments – Financial Planning and tax avoidance

References:

1. Don & Brandstreet, (2017) Wealth Management, McGraw Hill
2. Joydeep Sen, Financial Planning & Wealth Management: Concepts and Practice, 1st Edition, Shroff Publishers
3. Sinha, (2017), Financial Planning: A Ready Reckoner,
4. Joydeep Sen (2018), Wealth Management: A guide to affluent middle income classes, Shroff Publishers
5. S. K. Bagchi, (2009), Wealth Management, 1st edition, Jaico Publishing House
6. David A. A. Littel, Kenn Beam Tacchino, Planning for Retirement Needs, American College Publishing
7. Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes, Personal Finance, McGraw-Hill Higher Education

21MS3029	FINANCIAL RISK MANAGEMENT	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Identify and analyze all types of risk in business activities.
2. Understand the risk by using different risk management strategies
3. Examine how large-scale complex risk can be quantified, managed and mitigated.

Course Outcomes:

After completing the course the student will be able to

1. Understand the basics of all types of risks in business.

2. Remember the Credit risk, Operational risk, market risk .
3. Apply the approach to risk management through risk identification, risk measurement and risk management /or mitigation
4. Analyze the risk in Forex business
5. Evaluate Interest rate risks and the measures to mitigate these risks.
6. Create risk mitigation measures in banks and Insurance

MODULE 1: INTRODUCTION TO RISK MANAGEMENT (10 HOURS)

Introduction - Meaning of risk- Source and types of business risk-implications of business risk- financial and non-financial risk-sources of financial risk - types of financial risk –market risk – foreign exchange risk, interest rate risk, commodity price risk and equity price risk – credit risk - operational risk –liquidity risk – legal risk – Gap analysis

MODULE 2: FOREIGN EXCHANGE RISK MANAGEMENT (10 HOURS)

Exchange rate Mechanism – factors affecting exchange rate - foreign exchange rate risk - foreign exchange risk exposure - transaction exposure – economic exposure – foreign exchange risk management – hedging - transfer exchange rate risk - forward contracts - foreign exchange swaps - currency forwards and swaps.

MODULE 3: INTEREST RATE RISK (10 HOURS)

Interest rate – factors affecting interest rate – interest rate risk - sources of interest rate risk - interest rate risk – reinvestment risk - basis risk - managing interest rate risk –intercompany lending - changes to payment schedules - interest rate futures - bond futures - interest rate hedging - interest rate swaps - interest rate options.

MODULE 4: CREDIT RISK MANAGEMENT (10 HOURS)

Asset-Liability Management in Banks and its Purpose; Regulatory prescription for Asset-Liability Management- Basel I, Basel II and Basel III Norms - Risk in Insurance business.

Managing Credit Risk - Credit Analysis- Credit Rating – ECR - Different Models of Credit Risk - sources of credit and counterparty risk – default risk - counterparty settlement risk - concentration risk – credit exposure management – diversification - credit rationing – collateralization - credit limits - secured lending – Liquidity risk-Impact of Leverage.

MODULE 5: MARKET RISK AND OPERATIONAL RISK MANAGEMENT (10 HOURS)

Managing Market Risk - Sources of Market Risk- Estimating Market Risk- Non parametric Approaches Risk Measurement before VaR- Value-at-Risk (VaR)- Computing VaR-VaR Methods-Coherent Risk Measures.

Managing Operational Risk - Concepts of Operational Risk- Major Sources of Operational Risk and its Measurement - Operational Risk- Banks and Insurance

MODULE 6: COMMODITY AND EQUITY PRICE RISK MANAGEMENT (10 HOURS)

Commodity price risk management – factors affecting commodity prices -types of commodity risks - commodity price risk - commodity quantity risk – special risks - managing commodity price risk using commodity forwards – futures - options and swaps. Equity price risk management – equity price – factors affecting equity price - equity price risk – management of equity price risk - diversification - hedging with derivatives

References:

1. Dun & Bradstreet, 2013, Financial Risk Management, McGraw Hill Education (India) Private Limited
2. Karen A. Horcher, Essentials of Financial Risk Management John Wiley & Sons, Inc.
3. Crockford, Neil, 1986, An Introduction to Risk Management (2nd ed.). Cambridge, UK: Woodhead-Faulkner, ISBN 0-85941-332-2.
4. Dorfman, Mark, 2017, Introduction to Risk Management and Insurance (9th ed). Englewood Cliffs, N.J: Prentice Hall, 2007. ISBN 0-13-224227-3.
5. Steve. L. Allen, 2013, Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk, John Wiley & Sons
6. Sharma and Meera, 2008, Management of Financial Institutions: With Emphasis on Bank and Risk Management, PHI Learning Private Limited.
7. Joel Besis; Risk Management in Banks, John Wiley and Sons
8. Chapman, C., & Ward, S., 1997, Project risk management. JOHN WILEY & Sons.
9. George E. Rejda, Principles of Risk Management and Insurance, 10th e, Pearson education,

21MS3030	FORENSIC ACCOUNTING AND INTEGRATIVE AUDIT	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Gain insight on need for Forensic Accounting
2. Understand the tools of Integrative Audit
3. Stimulate the process of Fraud Prevention and Detection

Course Outcomes

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

1. Understand the skills on Forensic accounting
2. Remember the need for fraud detection , fraud Prevention and risk assessment
3. Analyse the need on the responsibilities of forensic accountant
4. Apply the principles in combatting of frauds and prevention of Cyber crimes
5. Evaluate the effective methods of preventing fraud.
6. Create awareness of the effectiveness of Integrative Audit

MODULE 1: Forensic Accounting – Overview (6 hours)

Forensic Accounting vs Traditional Accounting - Forensic Accounting vs Auditing – Historical development - Meaning, Concept, Role of the professional forensic accountant, Requirements of professional forensic accountant - Forensic Accounting knowledge and skills – Fundamental Forensic knowledge-Fraud: Prevalence, Impact, and Types of Fraud - Root Causes of Fraud, Fraud –Reasons of fraud, Fraud cycle, Traits & behaviours of fraudsters, Targets of fraudsters, case studies

MODULE 2: Fraud Detection, and Response (10 hours)

Fraud Detection Techniques - Effective information gathering methods, Fraud risk factors, Professional analytical procedures and techniques. Financial statement fraud – Meaning, Introduction, revenue recognition detection, ratio analysis, horizontal analysis, vertical analysis, cash flow analysis, case studies

MODULE 3: Fraud Risk Assessment (10 hours)

Profiling Fraudsters, Organisational profiling methods, Risk analysis & assessment, variety of risk assessment factors, best practices. Fraud risk prevention – meaning, importance, combatting actual instances of fraud, case studies. Fraud Prevention Organisational Fraud prevention policy, Organisational ethics, Enforcement of ethics, Different situations of fraud, Effective methods of preventing fraud

MODULE 4: Cyber Frauds (10 hours)

Cyber frauds through social engineering techniques – Cyber crimes vs Cyber frauds – Cyber crimes –Types – Victims – Preventive measures –Perpetrators- detection, mitigation, encryption & decryption.

MODULE 5: Fraud Related Laws & Forensic Accounting Investigator (10 hours)

Forensic Investigations and Financial Audits: Compare and Contrast - Working In A Forensic Team Forensic team – meaning composition, functions, Co-operating with internal and external auditors, working towards a common goal, working environment involving legally trained professionals, Contribution of lawyers.

MODULE 6: Integrative Audit (10 hours)

A Historical Account of the Auditor's Role ; The Roles of the Auditor - Auditing: Ancient History - Growth of the Auditing Profession in the Nineteenth Century - Federal and State Securities Regulation before 1934 - Current Environment - Auditors Are Not Alone - Deterrence, Auditing, and Investigation Auditor Responsibilities and the Law

References:

1. Michael A Crain, William S Hopwood, Richard S Gendler, George R Young, Carl Pacini, (2019), "Essentials of Forensic Accounting", 2nd edition, Wiley Publishers
2. D. Larry Crumbley, Edmund D. Fenton (Jr.), G. Stevenson Smith, Lester E. Heitger (2017), Forensic and Investigative Accounting, Wolters Kluwer publishers,
3. D. Larry Crumbley (2015), Case Studies in Forensic Accounting and Fraud Auditing
4. Al Naqvi, (2020), Artificial Intelligence for Audit, Forensic Accounting, and Valuation: Strategic Perspective, Wiley Publishers
5. Tommie W.Singleton and Aaron J.Singleton, (2010), "Fraud Auditing and Forensic Accounting", John Wiley & Sons Publishing

21MS3031	PAYROLL AND LEGAL COMPLIANCE	L	T	P	C
		0	0	4	2

Course Objectives

Equip the students to:

1. Train students to calculate compensation paid to employees.
2. Impart knowledge on existing legal statutory forms in human resource management.
3. Equip with extensive knowledge of all the benefits a company offers.

Course Outcomes

After completing this course, the student should be able to:

1. Remember the components of a payroll.
2. Understand the payroll calculations.
3. Apply the workings learnt to calculate PF and ESI.
4. Analyze the various benefits offered to employees in their wages/salary.
5. Evaluate the legal compliance of all establishments and industries.
6. Create a Persuasive HR Compliance Officer.

Course Description

12 practical lab exercises will be conducted on the topics mentioned below:

1. CTC Components
2. Attendance with Leave Policy Calculations
3. Payroll Calculations
4. Statutory Forms
5. Welfare Benefits & Incentives
6. Pay slip

Tool: Excel Based

References:

1. <https://www.sumopayroll.com/resources/payroll-calculator/>
2. Download All Provident Fund(PF/EPFO) Forms here | Provident Fund Forms (downloadformsindia.com)
3. EPFO || Downloads (epfindia.gov.in)
4. Welcome to the Government Of Tamilnadu Labour Department (tn.gov.in)
5. <https://labour.tn.gov.in/statutoryintro>
6. <https://www.sumopayroll.com/resources/payroll-calculator/>
7. Online Web Portals on Legal Compliance.

21MS3032	HUMAN RESOURCE ANALYTICS	L	T	P	C
		0	0	4	2

Course Objectives

Equip the students to:

1. Provide an introduction to HR analytics.
2. To review and discuss the existing organizational practices related to business analytics in human resource management.
3. Evidence the needs and importance of HR analytics

Course Outcomes

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

1. Understand comprehensively on the importance and application of human resource analytics.
2. Remember the basic ethos of analytics for managing human resources in an organization.
3. Assess the need for mastering and utilizing HR analytic techniques.
4. Analyze major HR metrics
5. Apply advanced HR analytic techniques in Organization
6. Infer to become a Persuasive HR function

Course Description

12 practical lab exercises will be conducted on the topics mentioned below:

1. Human Capital Data Storage and big (HR) data Manipulation
2. Preparing the data & Software selection
3. Diversity Analytic
4. Employee Engagement Predictions
5. Predicting employee turnover
6. Predicting Employee Performance
7. Recruitment and selection analytics
8. Tracking the impact of interventions
9. Scenario modeling
10. Moderation and interaction analysis
11. Balanced scorecard of Metrics
12. **Report consolidation**

References

1. Fitz-enz, J., & Davison, B. (2002). How to measure Human Resources management. New York: McGraw-Hill.
2. Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources, Wiley.
3. Phillips, J., & Phillips, P.P. (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes, McGraw-Hill.
4. Pease, G., & Beresford, B. (2014). Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments, Wiley.
5. Lahey, D. (2014). Predicting Success: Evidence-Based Strategies to Hire the Right People and Build the Best Team, Wiley.

21MS3033	STRATEGIC REWARD MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objectives

Equip the students to:

1. Impart an insight into compensation structure followed in the industry
2. Understand the value/ process of framing of different benefit plans
3. Explore methods by which labour costs could be controlled

Course Outcomes

After completing this course, the student should be able to:

1. Remember the basic compensation concepts and the context of compensation practice
2. Understand different ways to strengthen the pay-for-performance link.
3. Apply the concepts of Payment and employee benefits issues for contingent workers.
4. Analyse the Legally required employee benefits.
5. Evaluate the implications for strategic compensation and possible employer approaches to managing legally required benefits
6. Create incentive schemes, benefit plans based on organizational/industry requirements

Module 1: Introduction to Strategic Reward Management (7 Hours)

Compensation: Definition, Dimensions – Compensation System, Job Evaluation: Definition – Traditional and new Techniques

Module 2: Performance Appraisal (8 Hours)

Basic concepts – Performance standard – Appraisal methods, Compensation: Classification – Types-Incentives-Fringe Benefits

Module 3: Theories of wages: (7 Hours)

Wage structure – wage fixation – wage payment, salary administration.

Module 4: Pay for Performance Plan (7 Hours)

Types of Pay for Performance- Shop Floor Incentives- Sales Force Incentive Schemes,

Module 5: Profit Sharing and Gain Sharing (8 Hours)

Profit Sharing, Gain Sharing – Employees Stock Ownership Plan (ESOP), Role of Performance Appraisals in determining pay for performance.

Module 6: Incentive and Benefit Plans (8 Hours)

Incentive plans, Components of a benefit plans, Role of Union in determining compensation, Current Scenario of Strategic Reward Management in India

References:

1. B. D. Singh (2017) Compensation and Reward Management, Excel Books
2. John G Fisher (2015), Strategic Reward and Recognition: Improving Employee Performance Through Non-Monetary Incentives. Publisher: Kogan Page
3. K. Aswathappa, (2017), Human Resource Management Tata McGraw Hill Publishing Company Ltd.
4. Milkovich, G.T., and Newman, J.M., (2005) Compensation (8th edn.), India: Tata McGraw Hill
5. Richard I. Henderson, (2006) Compensation Management in a Knowledge Based World (10thedn.), India: Pearson Education

21MS3034	LEARNING AND DEVELOPMENT	L	T	P	C
		3	0	0	3

Course Objectives

Equip the students to:

1. Comprehend the theory surrounding learning and implications of learning process
2. Provide the application of training methods and help prospective trainers to create a value through Training and Development
3. Successfully deal with competitive challenges emerging in the new horizon

Course Outcomes

After completing this course, the student should be able to:

1. Recognize the importance of learning theories and the need for training and development for employees
2. Summarize different types of training and its suitability and training process
3. Identify the training needs of the employees
4. Design and develop the training programs for employees
5. Illustrate the implementation and evaluation of the training imparted to the employees
6. Appraise the learners' capability using the various tools and thereby create appropriate training application and Portals

Module 1: Introduction to Learning (6 Hours)

Learning - Meaning - characteristics – Laws - Learning curve - Plateau in learning - Influence of motivation on learning. Theories of learning – Implications of Learning Process on Instruction - Learning style.

Module 2: Training and Development (6 Hours)

ADDIE Model and Training Design Process — Impact of Organizational Vision, Mission and Values on Training — Models of Organizing Training Department — Considerations for Effective Training Design.

Module 3: Training Needs Analysis (6 Hours)

General Process of Training Needs Analysis (TNA) — Michalak & Yager Process and Mager & Pipe Model of Performance Gap Analysis — Output of TNA - Competency Modelling.

Module 4: Training Design & Development (10 Hours)

Training Objectives – Need - Developing - Bloom's Taxonomy for Learning Objectives — Elaboration Theory for Content Sequencing — Gagne's Instructional Events for Lesson Design — Merrill's Components Display Theory for Topic Design — Development of Training Programmes.

Module 5: Training Implementation & Evaluation (9 Hours)

Training Implementation - Types of Management Development Programmes & Executive - Level Management Development; Training Evaluation - Outcomes — Kirkpatrick's Model of Learning Analytics and Evaluation Practices - Types of Evaluation Designs - Measuring Training's Impact.

Module 6: Learners Capability Evaluation (8 Hours)

Evaluation of learners' capability based on Bloom's Taxonomy (activity) - Training Need Analysis for placement (activity) - Computer Based Training Apps & Portals (presentation) - Approaches to Employee Development

References:

1. Watson, Sherri & Raymond, A. Noe (2017), Employees Training and Development, 4th ed., Tata Mc-Graw Hill Education, New York.
2. Blanchard, P.N., and Thacker, J.W., (2019), Effective training: Systems, strategies and practices, 6th ed., Prentice Hall of India.
3. Bhattacharyya, D. K. (2015). Training and Development: Theory and Applications, Dewey 23rd ed., SAGE Publications India Pvt, Limited.
4. Armstrong Michael (2014), A Handbook of Human Resource Management Practice, 14th ed, Kogan Page.
5. Erasmus, B., et al. (2015). Managing Training and Development, 7th ed., Oxford University Press, South Africa
6. Lynton Rolf and Pareek Udai (2011), Training for Development 3rd ed., Sage Publications, New Delhi.
7. Stephen Gibb, (2002), Learning and Development: Processes, Practices and Perspectives at Work, Palgrave Macmillan

21MS3035	ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING IN HRM	L 3	T 0	P 0	C 3

Course Objectives

Equip the students to:

1. Practice python for Data Analytics
2. Build & Manage financial data
3. Perform credit risk modelling

Course Outcome

After completing this course, the student should be able to:

1. Apply hands-on practice with python basics, Numpy and Pandas
2. Effectively build models using scikit-learn
3. Classify dimensionality reduction techniques
4. Predict employee attrition level effectively
5. Construct and compile collaboration and Recommendation analysis
6. Analyze Human resource best cases for better decision making.

Module 1 Getting started in python (10 Hours)

Software installation-Running Python-Python identifiers-start Program-code blocks (indentation & suites) - Basic object types-when to use List vs Tuples vs Set vs. Dictionary-comments in python-Multiline Statement-Basic operators-control structure-Lists-Tuple-Sets-Dictionary-User-Defined Functions-Module-File input/output.

Module 2 Introduction to AI & ML (10 Hours)

History and Evolution-Artificial intelligence Evolution-Different Forms-Statistics-Data mining -Data Analytics-Data Science-Frameworks for building Machine learning systems-Knowledge discovery databases-cross-industry standard process for data mining-Data Analysis Packages-NumPy, Pandas, Matplotlib-Machine learning core libraries.

Module 3 Human resources and AI (5 Hours)

Introduction to Human Resource-Human Resource Challenges- Artificial Intelligence and Human Resource-Human Resource use Cases overview-setting up the exercise files.

Module 4 Predicting employee attrition (7 Hours)

Employee attrition-classification with deep learning-Data for employee attrition-Preprocessing attrition data - Building an attrition model with keras-predicting attrition with keras

Module 5 Discovering collaboration & Recommendation (7 Hours)

Organization design-Network Analysis-Data for network analysis-preparing network data-creating and visualizing networks-Analysing Networks-Employee Development-User item recommendation-Ratings data for recommendation-Prepare for embedding-building a keras rating model.

Module 6 HR use cases & Practices (6 Hours)

Predict future employee performance-candidate outreach-Automated candidate screening-Employee virtual

screening-sentiment analysis-Model development best practices-Using Machine learning platforms-Model serving best practices-Security and Privacy best practices.

References:

1. Lahey, D. (2014). Predicting Success: Evidence-Based Strategies to Hire the Right People and Build the Best Team, Wiley.
2. Davenport, T.H., & Kim, J. (2013). Keeping Up with the Quants: Your guide to understanding and using analytics. Harvard Business Review Press.
3. Sesil, J.C. (2013). Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives, and Improving Pearson FT Press.
4. Kuldeep Singh, "Winning on HR analytics: Leveraging data for competitive"
5. Martin R Edwards and Kirsten Edwards (2016) Predictive HR analytics, CPI group

21MS3036	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objectives

Equip the students to:

1. Know the effects of International Staffing
2. Know the Compensation and Benefits at International level
3. Understand the training and development need in MNCs

Course Outcomes

After completing this course, the student should be able to:

1. Remember the approaches of International HRM
2. Understand the Socio-cultural context and related issues
3. Apply the Legal issues in Global workforce management
4. Analyse the issues, Training and theoretical developments
5. Evaluate International Compensation approaches and Labour relations
6. Create innovative ideas on Country specific relatives in 21st century

Module1: Introduction to International HRM (8 Hours)

Approaches-Challenges in global labour market-Linking HR to International expansion strategies

Module 2: Socio-cultural context Issues (8 Hours)

Culture and employee management issues: responding to diversity, challenges of localization- global integration- differentiation- Mastering expatriation,

Module 3: Institutional & Structural Context (7 Hours)

Managing alliances and joint ventures- HR challenges in cross-border integrations-Legal issues in global workforce management,

Module 4: Staffing in International context (7 Hours)

Appraisal of expatriate - third and host country employees- issues in international performance management, International training

Module 5: International Compensation: (7 Hours)

Approaches-composition-social security systems across countries, Emerging issues, International Labour Relations,

Module 6: HRM practices in different countries: (8 Hours)

Study on the cultural dimensions of HRM in 21st Century, Comparative industrial systems, and country specific business realities.

References:

1. K Aswathappa and Sadhna Dash (2020) International Human Resource Management, McGraw Hill Publications
2. P L Rao (2012), International Human Resource Management: Text and Cases, Publisher: Excel Books
3. Terence Jackson, (2002), International HRM: A cross- cultural Approach, Sage Publications.
4. Chris Brewster, Hillary Harris,(1999), International HRM: Contemporary Issues in Europe, Publisher: Routledge
5. Ibraiz Tariq, Dennis R. Briscoe, Randall S Schuler (2015), International Human Resource

Management: Policies and Practices for Multinational Enterprises (Global HRM) by. Publisher: Routledge

21MS3037	STRATEGIC HUMAN RESOURCE MANAGEMENT	L	T	P	C
		4	0	0	0

Course Objectives

This course aims to:

1. Impart knowledge on the HRM domain at an operational level and build skills to develop a strategic perspective.
2. Equip with skills to make human resource management decisions to build and sustain competitive advantage.
3. Explore methods to take strategic perspective on human resource management beyond the traditional administrative way of managing people.

Course Outcomes

After completing this course, the student should be able to:

1. Remember the meaning of strategic Management and its evolution
2. Understand the approaches and theories related to Personnel Management, HRM and SHRM.
3. Identify the emerging dimensions that help in to integrate HR Strategy with Corporate Strategy.
4. Analyze the Managers Perception of SHRM and the Corporate World.
5. Evaluate the challenges faced in implementation of Strategic Process.
6. Create a model of SHRM based on practices in Global Organizations Operating in India with the help of case studies.

Module 1: Strategic HRM (10 Hours)

Introduction; “Strategy”, and Strategic Management; Evolutionary Stages of Strategic HRM

Module 2: Models of Strategic HRM (10 Hours)

Personnel Management; HRM - Concepts, SHRM – Overview- Foundations – Theories - Concept of Competitive Advantage - HR a Source of Sustainable Competitive Advantage -Human Resource based Theory of the firm: Conceptual Model; SHRM – Implications - Global Scenario – Dimensions - Development of SHRM in Different Countries - Dimensions.

Module 3: Strategic HRM in India: Emerging Dimensions (10 Hours)

Evolution of Strategic HRM in India; Major Studies in India on Global Corporations – Both Indian and Foreign Origin, Model SHRM for integrating HR Strategy with Corporate Strategy.

Module 4: Strategic HRM in India: Perception and Corporate World (10 Hours)

Strategic HRM Perceptions on HRM Practices - Organizational Culture - Organizational Performance Outcomes -Role in Sustainable Competitive Advantage

Module 5: Strategic Process and Challenges (10 Hours)

Strategic Process – Formulation, Development, Implementation and Evaluation. Challenges -Technology Strategy, Innovations Strategy, Entrepreneurship and New Ventures, Mergers and Acquisitions

Module 6: Case Studies of Global Organizations Operating in India – Strategic HR Perspectives (10 Hours)

Strategic HR Perspective case studies for Leading People towards Competitive Advantage - Creating a Climate of Change and Improvement - People First Everything is next

References:

1. Anuradha Sharma and Aradhana Khandekar, (2006), Strategic Human Resource Management - An Indian Perspective: Response Books.
2. Tanuja Agarwala, (2007), Strategic Human Resource Management, Oxford University Press, New Delhi 110 001
3. George F. Dreher, Thomas W. Dougherty, (2005), Human Resource Strategy – a Behavioural Perspective for the General Manager, Tata McGraw-Hill Publishing Company Limited, Delhi 110 032
4. Michael Armstrong, Strategic Human Resource Management,(2009), Kogan Page India Private Limited, New Delhi – 110 002
5. Jon M. Werner, Randy L. De Simone, (2009) Human Resource Development, Cengage Learning, D

21MS3038	TALENT ACQUISITION	L	T	P	C
		4	0	0	4

Course Objectives:

Equip the students to:

1. Orient management students on the fundamentals of employee recruitment and selection.
2. Provide contemporary knowledge of the theoretical concepts of employee recruitment and selection.
3. Present latest knowledge of the applications and issues related to employee recruitment and selection.

Course Outcomes

After completing this course, the student should be able to:

1. Understand contemporary knowledge of the fundamentals of employee recruitment and selection.
2. Demonstrate requirement planning and staffing
3. Analyse job requirement with an outcome of specific job description and job specification
4. Apply interview techniques and design interview plans with tools and techniques
5. Exhibit knowledge on selection decision and on boarding.
6. Display latest knowledge of the applications and understand ethical issues related to employee recruitment and selection.

Module I: Context of Recruitment and Selection (10 Hours)

Workforce planning – Workforce Assessment – Employee life cycle – Organizational need assessment – Job Design – Job & Job Families – position – occupation. Recruitment analytics - Causes of bad recruitment, metrics of effective recruitment – Yield pyramid ratio.

Module 2: Overview of Requirement Analysis (10 Hours)

Motivational Job Specification, Functional Specification – process - DOT/O*Net – Job Description - Job Element Analysis – Critical Incident Methods. Identify job competencies - Behavioural Specification - Methods to Behavioural Job Analysis - Threshold Trait Analysis - Quan Competence Framework.

Module 3: Recruitment, Sources and methods (6 Hours)

Screening, Sourcing and shortlisting - 4S Model - sources of recruitment, internal recruitment methods, external recruitment methods.

Module 4: Selection, Tools and Techniques (14 Hours)

Assessment techniques in recruitment process – Interview techniques – Motivational, behavioural & functional. Behavioural Even Interview process, Key Interviewer skills - Non – Interview methods - Knowledge Based Filtering - Skill Based Filtering - Attitudinal or Potential Based Filtering.

Module 5: Staffing System Management (10 Hours)

Selection and reference check -Making the selection decision. Evaluation methods - The Ranking Systems - Checklist Scales – Behaviour Anchored Rating Scale (BARS)– Checking references and checking scales - reliability and validity of selection instruments. Ethical considerations in recruitment and selection. Nepotism - Ongoing Recruitment and Selection Issues

Module 6: Current trends in recruitment and selection (10 Hours)

Future of recruitment and selection. AI for Recruiting - Use of Online Communication Tools – Video Interviews – Mobile recruitment – Gamification in Recruitment – predictive analytics and use of NLP in recruitment – an overview.

References:

1. Dale M. (2003), Handbook of Successful Recruitment and Selection: A Practical Guide for Managers (1st ed.), New Delhi: Crest Publishing House.
2. Edenborough R. (2006), Assessment Methods in Recruitment, Selection & Performance: A Manager's Guide to Psychometric Testing, Interviews and Assessment Centres (3rd ed.), London: Kogan Page.
3. Jonathan Crawshaw, Pawan Budhwar, Ann Davis, "Human Resource Management - Strategic and International Perspectives", Sage Publications Ltd., July 2020.
4. Sonal Minocha, Dean Hristov, "Global Talent Management - An Integrated Approach, Sage Publications, Dec 2018.
5. Carrie A. Picardi, "Recruitment and Selection - Strategies for Workforce Planning & Assessment, Sage Publications, 2019.

21MS3039	INDUSTRIAL RELATIONS AND LABOUR LEGISLATION	L	T	P	C
		4	0	0	4

Course Objectives

Equip the students to:

1. Provide an insight on the vital role played by the government, employer and employees in shaping the labour management relations and policies.
2. Impart contemporary knowledge on major employment related legislations relating to working conditions, Industrial Relations, wage legislation and integrated Social Security Scheme and welfare measures.
3. Present latest knowledge in the practical aspects of Industrial Relations for the betterment of the employer-employee relations.

Course Outcome

After completing this course, the student should be able to:

1. Remember the Industrial Relations concepts to maintain industrial peace in an employment relationships;
2. Understand the duty of the employer in maintain Occupational Safety, Health and Working Conditions.
3. Identify the legal provisions relating to Trade Unions, Conditions of Employment, Investigation and Settlement of Industrial Disputes.
4. Analyze the labour laws concerning Payment of wage, bonus, Universal Minimum Wages to all workers in India.
5. Evaluate the Social Security benefits to all employees in the organized, unorganized and any other sectors.
6. Discuss the role of ILO in national legislations and the labour standards laid down by it.

Module 1: Industrial Relations (10 Hours)

Concept - Scope - Approaches - Industrial Relations System; Industrial disputes - Causes - Effects –Trends; Collective Bargaining; Workers participation in Management; Code of discipline; Tripartite bodies; Trade Unions – Concepts – Evolution - Problems of trade unions in India – Recognition - Emerging role of trade unions in India.

Module 2: The Occupational Safety, Health and Working Conditions Code, 2020 (12 Hours)

Duties of Employer and Employees - Occupational Health and Safety - Working Conditions - Welfare Provisions - Hours of work - Annual Leave with wages; Maintenance of Registers - Returns and Records; Inspector-cum-Facilitators; Special provisions relating to Women employment; Contract Labour and Inter-state Migrant workers; Offences and Penalties.

Module 3: The Industrial Relations Code, 2020 (10 Hours)

Bi-Partite Forums; Trade Unions; Standing Orders; Voluntary Reference of Disputes to Arbitration; Mechanism for Resolution of Industrial Disputes; Strikes and Lockouts; Lay-off, Retrenchment and Closure.

Module 4: The Code on Wages, 2019 (10 Hours)

Minimum Wages; Payment of Wages; Payment of Bonus; Advisory Board; Payment of Dues; Inspector –cum-Facilitator; Offences and Penalties.

Module 5: The Code on Social Security, 2020 (10 Hours)

Social Security Organizations - Employees' Provident Fund - Employee State Insurance Corporation; Gratuity; Maternity Benefit; Employees Compensation; Social Security and Cess for Building and Construction Workers - Unorganized Workers - Platform Workers; Offences and Penalties.

Module 6: International Labour Laws (08 Hours)

ILO and its influence in national legislations; International Labour Standards; Functions - MNC Policies – Benefits

References:

1. Legal Manuals
2. E-Book of The Code on Social Security, 2020 No. 36 OF 2020
3. E-Book of The Industrial Relations Code, 2020 No. 35 of 2020
4. E-Book of The Code on Wages, 2019 No. 29 of 2019

5. E-Book of The Occupational Safety, Health and Working Conditions Code, 2020 No. 37 of 2020
6. <https://labour.gov.in/labour-codes>
7. P.R.N. Sinha, (2010), Industrial Relations, Trade Unions, and Labour Legislation, Pearson.

Note: All the laws read with reference to the latest amendment.

21MS3040	COMPETENCY FRAMEWORKS, ASSESSMENT AND DEVELOPMENT CENTRE	L	T	P	C
		4	0	0	4

Course Objectives

Equip the students to:

4. Understand the fundamentals of Competency Management
5. Experience the process of Competency Mapping
6. Be aware of the implementation pre-requisites and strategies of Competency Assessment and Development Centre

Course Outcomes

After completing this course, the student should be able to:

1. Remember the concepts of competencies and its application in contemporary world.
2. Demonstrate the process of competency mapping
3. Apply the steps in developing a competency model
4. Develop the implementation process of assessment centre to apply the assessment tools for competency mapping
5. Examine the competency gap analysis and effectively perform competency assessment
6. Appraise competency mapping model on sector-wise industries

Module 1: Introduction to Competency (8 Hours)

Concept and definition of Role and competency - Characteristics of competency - Core Competency - Competency versus competence - Performance versus competency - skills versus competency - behavior indicators - Types of competencies – generic / specific – threshold / performance - differentiating and technical - managerial and human

Module 2: Competency Management Framework(15 Hours)

Macro view of competency management framework: Strategic – Competency – Development of personal competency - Lancaster Model of Managerial Competencies; General Competency Framework - Competency Identification – Assessment - Development and Mapping

Module 3: Design and Implementation of competency model (10 Hours)

Core competencies (Organisation wide), Business competencies (Strategic Business Unit specific), Team Competencies (Project driven), Role competencies (Role wise); Competency identification Consolidation of checklist, Rank Order and finalization, Validation, and Benchmark; Competency models – Steps in developing a valid competency model

Module 4: Competency Assessment (10 Hours)

Assessment centre – Design of assessment centre – psychometric testing – 360 degree feedback – potential appraisal through assessment centre – Role plays – Case study – Structured experiences – Simulations – Business games – Repertory grid – Behavioral Event Interview (BEI) – Myers - Briggs Type Indicator (MBTI) – Fundamental Interpersonal Relations Orientation-Behaviour (FIRO - B); Difference between development centre and assessment centre

Module 5: Competency Mapping (10 Hours)

Competency Mapping - Strategy-Structure Congruence - Structure Role Congruence - Vertical & Horizontal Role linkages - positioning to bring in competitive advantage; Competency Profiling – Job – Role - Functional - Core competency; Integration of Competency based HR systems

Module 6: Competency Mapping Model development on Sector-wise industries (7 Hours)

Competency Mapping Model development on Sector-wise industries - IT - ITeS - Insurance - Banking and other Financial Service - Entertainment - Health Service - Private Education and Training

References:

1. Sanghi Seema, 2016, “The Handbook of Competency Mapping Understanding, Designing and Implementing Competency Models in Organizations”, 3rd edition, Sage response Books, New Delhi

2. Shermon Ganesh, 2004, “Competency Based HRM: A Strategic Resource for Competency Mapping, Assessment and Development Centres”, Tata McGraw Hill Education.
3. Lyle M. Spencer, Signe M. Spencer, 1993, “Competence at Work: Models for Superior Performance”, edition, Wiley, New Delhi, India
4. Radha R. Sharma, 2004, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal and Business Development, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Lance A. Berger and Dorothy R. Berger, 2004, The Talent Management Handbook, Tata McGraw Hill Publishing Company Limited, New Delhi.
6. Margaret Dale and Paul Iles, 2002, Assessing Management Skills – a guide to competencies and evaluation techniques, Jaico Publishing House, Mumbai.
7. Sraban Mukherjee, Competency Mapping for Superior Results, Tata McGraw –Hill Education Pvt. Ltd., New Delhi, 2011

21MS3041	ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives

Equip the students to:

1. Understand radical change dynamics in management philosophy
2. Help the student participant understand organizational transformation
3. Facilitate deeper insight through knowledge and skill acquisition

Course Outcome

At the end of the course the student participant will be able to:

1. Remember the historical context of Organizational Change
2. Understand the fundamental theories of Organization Transformation
3. Apply Practically decipher organizational structures and design for effective change
4. Analyze the Organizational Power and Politics
5. Evaluate various models in Organizational Change
6. Create successful organizational change management applying the related rules.

Module 1: Introduction to Organizational Development & Change (10 Hours)

Historical context of change: An uncertain future – Organizations today, Strategies for effecting change in human systems – Nature of organizational change

Module 2: Foundations of organization transformation: (10 Hours)

Intervention theory and method – Intergroup problems in organizations-Organization mirror interventions

Module 3: Parallel learning structures (8 hours)

Organizational structure – design – Dimensions of structure – Models of change, Culture for change: Sources of culture – Dimensions of organizational culture

Module 4: Organizational politics: (10 Hours)

Politics of powerlessness – Power and conflict in times of change – Link between power, politics and conflict, Leadership of change: Approaches- Strategies for managing change – Hard systems model of change

Module 5: Soft systems model: (10 Hours)

Implementation guidelines and issues, A changing future: Creating readiness for change – Defining political model for organizations

Module 6: Organizational Intervention (12 Hours)

Choosing the depth of organizational intervention: Rules of thumb for change – Occupational changes – operating virtually - Improving self-efficacy through coaching. Creating successful organizational change – Organizational mental modes, Success stories of organizational transformation in Indian industries

References:

1. Priyadarshini (2015), Organizational Change and Development, Cengage Learning Publications
2. Ratan Raina (2018), Change Management and Organizational Development by, Sage Publications Pvt. Ltd. Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki (2011) Organization Development and Transformation (6th edition), Tata McGraw-Hill, India.
3. Barbara Senior & Jocelyne Fleming, (2010), Organizational Change, (3rd Edition) Pearson Education,

- India.
- Cummings & Worley (2009), Organizational development and change (8th edition), Cengage Learning, India.
 - Thomas G. Cummings, Christopher G. Worley (2004), Organization Development & Change, Cengage Publications.

21MS3042	CROSS CULTURE MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives

Equip the students to:

- Learn organizational culture within and between countries, across different cultures
- Familiarize management aspirants to practice global management practices, when they work in MNCs and international NGOs
- Offer a selective but broad view of current thinking on culture linked to management, organization and communication

Course Outcome

After completing this course, the student should be able to:

- The define participants stand to gain a substantial understanding of key contemporary issues such as cross-cultural conflict
- To equipped with appropriate negotiation skills required to be a successful cross-cultural communicator.
- To develop and know the challenges on cross-cultural issues
- To analyze the global business scenario
- To apply strategy formulation & implementation from multicultural contexts in business
- To implement successful cultural change phase

Module - 1 Understanding culture (10 Hours)

Introduction – Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West

Module – 2 Business Culture (10 Hours)

Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers, and others] – An Analytical framework .

Module – 3 Framework for Analysis (10 Hours)

Culture and Global Management – Global Business Scenario and Role of Culture- Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building

Module – 4 International Business Operations (10 Hours)

Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multicultural contexts [India – Europe/ India – US settings, for instance; International and Global Business Operations - Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

Module – 5 Values (10 Hours)

Global Human Resources Management – Staffing and Training for Global Operations – Expatriate – Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

Module – 6 Corporate culture & Practical (10 Hours)

Corporate Culture – The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase;

References:

- Dipak Kumar Bhattacharyya, Cross-Cultural Management, 2010, PHI Learning Private Limited, New

Delhi

2. Marie-Joelle Browaays and Roger Price, Understanding Cross-cultural Management, 2010, Dorling Kindersley (India) Pvt. Ltd, New Delhi
3. Maureen Bridget Rabotin, Culture Savvy: Working & Collaborating Across the Globe, 2012, Cengage Learning India Pvt. Ltd, Delhi 110092
4. S.C. Gupta, Global Business and Cross Culture, 2012, Galgotia Publishing Company, New Delhi – 110058
5. Richard M. Steers, Carlos Sanchez-Runde, and Luciara Nardon, Management Across Cultures Challenges and Strategies, ISBN:9781107606210, Cambridge University Press, New Delhi – 110002

21MS3043	COLLECTIVE BARGAINING AND NEGOTIATION	L	T	P	C
		4	0	0	4

Course Objectives

Equip the students to:

1. Unravel the fundamentals of negotiations to the student participant
2. Enhance the understanding of the importance of preparation in a negotiation deal, using proven models for a win-win deal
3. Train students on various negotiation skills for collective bargaining and requirements for negotiation

Course Outcomes

After completing this course, the student should be able to:

1. Define the issues related to Collective Bargaining
2. Identify the need for negotiation and bargaining power in a business situation
3. Predict human psychology and choose the most appropriate method for negotiation
4. Evaluate Systematically resolve conflicting situations to arrive mutually conducive solutions
5. Demonstrate the skill of persuasion and assertiveness in business negotiations
6. Assess the impact of the negotiation strategies on team negotiation and culture differences in negotiation

Module 1: Issues in Collective Bargaining (8 hours)

Collective Bargaining - Meaning - Definitions - Characteristics; Critical Issues in Collective Bargaining; Theories of Collective Bargaining

Module 2: Collective Bargaining in India (10 Hours)

Pre-requisites for successful collective bargaining in any country; Collective Bargaining in Practice; Levels of Bargaining; Coverage and Duration of Agreements; Difficulties in the Bargaining Process and Administration of Agreements

Module 3: Introduction to Negotiation and its Theories (10 Hours)

Definition; Types of negotiation; Context of negotiation – Structure – Relationship – Interdependence – Power – Role of personality in negotiation – Personality Attributes; Theories of Negotiation; Impasse and Alternative Dispute Resolution (ADR)

Module 4: Negotiation Process (12 Hours)

Negotiation Process; Key Negotiating Temperaments; Communicating in negotiation; Understanding cultural and gender differences – Types of power – Influence of power in negotiations

Module 5: Persuading a Negotiation (10 Hours)

Principles of persuasion; Ethics in negotiation; Importance of assertiveness in negotiation; Rules of negotiation and common mistakes; Interests and goals

Module 6: Strategies of Negotiation (10 Hours)

Strategies of Negotiation; Interpersonal negotiation; Role of personality in negotiation (activity) – Culture and gender differences in negotiation (Group discussion) – Problem solving through negotiation (Case studies, activity, problem solving)

References:

1. Barbara A Budjac., & Corvette (2012) Conflict Management: A practical guide to developing negotiation strategies (3rd Edition) Pearson Education, India
2. Michael L Spangle & Myra Warren Isenhardt (2008) Negotiation: Communication for diverse settings (2nd edition) Sage Publications, India

3. Michael R Carrell & Christina Heavrin (2009) Negotiating Essentials – Theory, Skills & Practices (2nd Edition) Pearson Education, India.
4. Rao S L., (2005), Negotiation made simple, (1st edition), Excel Books, India
5. Deborah M Kolb & Judith Williams (2007), Everyday Negotiation (1st edition), Wiley India Pvt., Ltd.
6. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, (2012), Industrial Relations and Labour Laws, 2nd edition, McGraw Hill Education.
7. Michael R. Carrell, Christina Heavrin (2013), Labor Relations And Collective Bargaining Pearson New International Edition

21MS3044	CORPORATE SOCIAL RESPONSIBILITY	L	T	P	C
		4	0	0	4

Course Objectives

Equip the students to:

1. Understand the scope and complexity of corporate social responsibility (CSR).
2. Gain knowledge on the impact of CSR implementation on corporate culture, particularly as it relates to social issues
3. Acquire skills to frame CSR policies and practices appropriate to the Indian workplace

Course Outcomes

At the end of the course the student participant will be able to:

1. Remember the meaning and concept of Corporate Social Responsibility
2. Understand the Tools and Benefits of CSR
3. Apply the factors in designing CSR Policy
4. Analyze the practical implementation of CSR
5. Evaluate the strategic context of CSR in an Organization
6. Create new models of CSR in community and ecological environment

Module 1: Introduction to Corporate Social Responsibility (CSR) (10 Hours)

Social Responsibility, Corporate Social Responsibility: Meaning- definition and scope of CSR- Evolution of CSR – a moral argument for CSR – a rational argument for CSR – an economic argument for CSR

Module 2: Strategic context of CSR (10 Hours)

Carroll's Model of CSR (Pyramid of CSR) – Globalization and CSR, Stakeholders and perspectives: interest Groups Related to CSR – Tools of CSR – Business Benefits of CSR

Module 3: Designing a CSR policy (10 Hours)

Factors influencing CSR policy – Managing CSR in an organization – Role of HR Professionals in CSR – Global Recognitions of CSR- ISO 14000 - SA 8000 - AA 1000 - Codes formulated by United Nation Global Compact – United Nations Development Programme (UNDP), Global Reporting Initiative.

Module 4: Implementing CSR: (10 Hours)

CSR in the marketplace – CSR in the workplace – CSR in the community – CSR in the ecological environment

Module 5: CSR in India (10 Hours)

Legal provisions and specifications on CSR Case Analysis of different CSR models in Leading Industries

Module 6: Current scenario of CSR in India: (10 Hours)

Success and failure with CSR initiatives – CSR Awards in India, role of social workers in CSR

References:

1. CS Rupanjana De (2018), A Practical Guide to Corporate Social Responsibility, Bloomsbury India- Bloomsbury India
2. Benn & Bolton, (2011). Key concepts in corporate social responsibility. Australia: Sage Publications Ltd.
3. B.N. Mandal, and Atul Sharma (2020), Corporate Social Responsibility in India, Global Vision Publishing House (2020)
4. Crane, A. et al., (2008). The Oxford handbook of corporate social responsibility. New York: Oxford University Press Inc.
5. Werther, W. B. & Chandler, D. (2011). Strategic corporate social responsibility. Thousand Oaks, CA: Sage

21MS3045	EMOTIONAL INTELLIGENCE AND STRESS MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives

Equip the students to:

1. Create awareness about internal and external emotions and also identify positive and negative expressed emotions
2. Engage learn best practices in feeling, thinking and behaving in an emotionally intelligent manner
3. Equip themselves to bring about success over stress by adopting to the natural flow of stress and try out the relaxation strategies in coping stress

Course Outcomes

After completing this course, the student should be able to:

1. Acquire conceptual knowledge of emotion and emotional intelligence in business as well as society
2. Explain emotional self-awareness, self-control and self-motivation
3. Identify and manage the emotions of self and others at workplace
4. Assess personal and work-related emotional problems, formulate alternative courses of action, and measure Emotional Intelligence and systematically apply techniques
5. Interpret the Sources of Stress and apply the strategies to manage Stress
6. Appraise the quantum of stress in personal life and work life and to take appropriate decision under Stress

Module 1: Concept of Emotion and Emotional Intelligence (10 hours)

Understanding Emotions - Sources - Types - Bodily changes in emotions - Psychology of emotions; Theories of emotions; Concept of Emotional Intelligence – Training on Emotional Intelligence through the use of Models; Using techniques for Emotionally Intelligent Communication

Module 2: Dimensions of Emotional Intelligence (9 Hours)

Competencies of Emotional Intelligence: Self-Awareness - Self-Regulation - Self-Motivation - Self-Competence - Social Skills

Module 3: Application of Emotional Intelligence in Workplace (10 Hours)

Recognizing and handling potentially emotional situations at workplace - Emotional Labour – Promotions – Rewards - Grievance handling - Industrial unrest - Disciplinary approaches – Transfers - Migration and Firing

Module 4: Measuring Emotional Intelligence (10 Hours)

Measuring Emotions - Emotional Quotient - Emotional Intelligence - Developing Emotional Intelligence; Social Intelligence: Meaning - Tips to develop Social Intelligence

Module 5: Introduction and Sources of Stress (9 Hours)

Nature of Stress - Occupational Stressors - Role Stress - Sources of Managerial Stress - Stress and Thought Processes - Stress and Personality - Stress and Motivation - Verbal and Non-verbal Indicators of Stress

Module 6: Assessment and Coping of Stress (12 Hours)

Assessment of Stress - Stress and Change Management - Management Conflict - Leadership Styles in Stressful and Non-Stressful Situations - Decision Making under Stress – Burnout - Coping with Resources and Processes - Stress and Social Support - Stress and Health Behaviors - Group Processes.

References:

1. Daniel Goleman (2020) Emotional Intelligence (25th Anniversary Edition) Bloomsbury Publishing, London
2. Greenberg, J. S. (2017). Comprehensive stress management (14th edition). New York: McGraw Hill.
3. Dianne Coleman (2016), Developing Emotional Intelligence: How to Improve Your EQ and Achieve Success, Kindle Edition, Amazon Digital Services LLC
4. Paul Whitman, (2016), Emotional Intelligence: Develop Absolute Control Over Your Emotions and Your Life for Everlasting Success, Create space Independent Publishing Platform.
5. Robin Lawson, (2016), Emotional Intelligence: Learn What Emotional Intelligence Is, Why It Is Important, and Learn How to Improve It (Emotional Intelligence, Emotional Intelligence books, Emotional Intelligence at work), Kindle Edition, Amazon Digital Services LLC
6. Martha Davis, Elizabeth Robbins Eshelman and Matthew McKay. (2019), The Relaxation and Stress

21MS3046	EXPORT IMPORT DOCUMENTATION	L	T	P	C
		0	0	4	2

Course Objectives:

The objectives of the course are to:

1. Disseminate knowledge on various ingredients of export import documents.
2. Distribute knowledge on importance of export import documentations.
3. Disseminate knowledge on procedural formalities in preparing and dispatching the documents.

Course outcomes:

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

1. Complete preparing an ISO size documents for international business.
2. Provide useful insight on using MS Excel in preparing documentation.
3. Provide clarity on the calculations of tariffs for different products.
4. Identify the important areas to complete in export import documents.
5. Create a simple and perfect documentation using MS Excel.

Course Description

12 exercises will be conducted from the topic given below:

1. Invoice (Proforma and Commercial)
2. Packing List (with weight List)
3. Bill of Entry
4. Bill of Exchange
5. Bill of Lading
6. Airway Bill
7. AR4
8. Certificate of Origin
9. Inspection Certificate

21MS3047	EXPORT IMPORT DATA ANALYTICS	L	T	P	C
		0	0	4	2

Course Objectives:

The objectives of the course are to:

1. Disseminate knowledge on how to access DGFT site.
2. Introduce the vast secondary data pertaining India's international trade
3. Publish the data analysis

Course outcomes:

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

1. Comprehensive understanding about the importance of data analysis for International Business
2. Provide insight about the importance of secondary data.
3. Master the statistics to predict future trade
4. Assess the need of analysis in International Business demand forecasting
5. Apply the analysis finding to fit in business focus
6. Create a forecasting analysis based on the available data

Course Description

12 exercises will be conducted from the topic given below:

1. Measure of Central Tendency
2. Descriptive Analysis (Mean, Media, SD and Coefficient of Variance
3. Simple Percentage
4. Correlation
5. Regression
6. Time Series

7. ARIMA
8. Trend Percentage Analysis
9. Trend Projection

21MS3048	INTERNATIONAL FINANCE	L	T	P	C
		3	0	0	3

Course Objectives:

The objectives of the course are to:

1. Understand the concept and importance of international financial management.
2. Identify the various International Monetary Investments.
3. Know Exchange Rate Theories and derivatives.

Course outcomes:

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

1. Help to understand the important concept of international financial management
2. Discover how the international capital markets, foreign exchange markets, and the derivatives market can be used to manage transaction and operating risks facing the multinational firm.
3. Identify methods of financing international operations and strategies for foreign direct investment and alternative methods.
4. Familiar with the role of IMF and World Bank.
5. Demonstrate basic understanding of how to use foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms.
6. Create a business plan for the entrepreneurs who deals in international level

Module 1: Introduction (8 Hours)

International Financial Management – Definition – Meaning - International Money Markets – Money Market Instruments – International Capital Markets – Comparison of New York, Indian Money Market – International Bond Market – Bond Issue Drill – Benchmark Drill – Euro Currency Market – Euro Dollar – Euro Deposit and Loans.

Module 2: International Financial Environment (8 Hours)

International Monetary and Financial Environment – International Monetary Investments

Module 3: Exchange Rate (8 Hours)

Exchange Rate Theories – Derivatives – Forward Rate Agreements – Currency Futures and Interest Futures – International Banking – Role of IMF in International Liquidity – International Institutions– World Bank

Module 4: International Development Association (8 Hours)

International Development Associations – International Finance Corporation – The International Debt and Country Analysis –Recent Changes in International Financing

Module 5: International Capital Structure and Budgeting (8 Hours)

International capital structure, cost of capital, the capital structure of MNCs, cost of capital in segmented versus integrated markets - International Capital Budgeting: Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis

Module 6: International taxation and Country Risk Analysis (5 Hours)

International Taxation: international tax system, principles of taxation, double taxation, tax havens and transfer pricing. International tax management strategy and Indian tax environment. - Country Risk Analysis: country risk factors, assessment of risk factors. Techniques through which the country risks can be assessed as well as measured

References:

1. Maurice D. Levi, 2014, International Finance
2. P.K.Jain, 2013, International Finance Management
3. P.R.Bhatt, 2016, International Finance
4. V.K. Bhalla, 2015, International Finance Management
5. Alan C.Shapiro, 2012, International Finance Management

21MS3049	MANAGING CROSS CULTURE IN INTERNATIONAL BUSINESS	L	T	P	C
		3	0	0	3

Course Objectives:

The objectives of the course are to:

1. Understand the concept and importance of managing cross cultural elements.
2. Identify the various aspects of cross culture in global arena.
3. Know the impact of cross culture in global corporate world.

Course outcomes:

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

1. Help to understand the important concept of cross-cultural management.
2. Discover how the cultures of the world group in common platform.
3. Identify the pros and cons of having different set of cultural people under one roof.
4. Familiar with the trends prevailing in other countries culture.
5. Demonstrate the common cultural background to envisage group cohesiveness.
6. Create a better atmosphere after understanding the different set values of cultures

Module 1: Introduction on Culture (8 Hours)

Culture – Nature – Characteristics - Evaluation, Sub-cultures –Nationality, Race, age, geographic, Regional and Sex, Sub-cultural interaction. Cross culture: International perspective cross-cultural consumer analysis, Multinational Strategies, Cross-cultural psychographic segmentation–Positioning confusions–undertaking differences. Opinion leadership & process, Dynamics, motivation and opinion leadership, Measurement, and corporate strategy of opinion leadership

Module 2: Cross Culture for Business (8 Hours)

Introduction - Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, shareholders, suppliers, customers and others] – An Analytical frame work

Module 3: Cross Culture in Global arena (8 Hours)

Culture and Global Management - Global Business Scenario and Role of Culture - A Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building

Module 4: Cross Cultural in Negotiation (8 Hours)

Cross Culture – Negotiation & Decision Making - Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multi-cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

Module 5: Cross Culture in HR (8 Hours)

Global Human Resources Management - Staffing and Training for Global Operations– Expatriate - Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel – Retention strategies.

Module 6: Cross Culture in Corporate (5 Hours)

Corporate Culture - The Nature of Organizational Cultures Diagnosing - Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase, Measurement of ongoing Improvement.

Text books:

1. Cashby Franklin, Revitalize Your Corporate Culture: PHI, Delhi
2. Deresky Helen, International Management: Managing across borders and cultures, PHI, Delhi
3. Esenn Drlarry, R Childress John, The Secret Of A Winning Culture: PHI, New Delhi

21MS3050	MANAGEMENT OF MNCs	L	T	P	C
		3	0	0	3

Course Objectives:

The objectives of the course are to:

1. Understand the concept related to MNC.

2. Identify the intricacies in managing MNC.
3. Know the impact MNC in job market.

Course outcomes:

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

1. Demonstrate the importance of MNC.
2. Unearth trends in challenges faced by MNCs.
3. Identify success factors of MNC.
4. Familiarize the negotiation skills in MNC.
5. Demonstrate HR managing skills in an MNC.
6. Create a better environment to operate an MNC.

Module 1: Introduction to MNC (8 Hours)

Multinational Corporation – Definition and Meaning – Importance of MNCs – benefits of MNCs –Criticism – Globalizations – Meaning – stages – Essential conditions for Globalization – Implications and Importance of Globalization – Benefits – Obstacles to Globalization in India –Factors favoring Globalization.

Module 2: Cross Culture for Business (8 Hours)

International Management - Trends, challenges and opportunities; Different schools of thought of international management Different types of International business – Problems faced by MNC's – Problems posed by MNC's to host countries.

Module 3: Cross Culture in Global arena (8 Hours)

Growth and Development of MNCs - Role and Significance of MNCs – Pattern of Growth – Country of Origin – Different Management Styles – Strategic Issues involved.

Module 4: Cross Cultural in Negotiation (8 Hours)

Comparative Management - Importance and scope; Methods of comparative management; management styles and practices in US, Japan, China, Korea, India; Organizational design and structure of international corporations; Locus of decision making; Headquarter and subsidiary relations in international firms.

Module 5: Cross Culture in HR (8 Hours)

International Business Strategy - Creating strategy for international business; Management of production, Services technology, and operations; Marketing financial, legal and political dimensions; Ethics and social responsibility of business. Strategic Alliances: Acquisitions and mergers; Management of joint ventures and other international strategic alliances.

Module 6: Contemporary Issues in Indian MNCs (5 Hours)

Indian Perspectives and Policy - Internationalization of Indian business firms and their operations abroad; International Mergers and Acquisitions. Changing government policy on entry of FIs and FIIs

References:

1. Christopher Bartlett and Sumantra Ghoshal, Transnational management: text and cases, Tata Mc Graw Hill, New Delhi
2. Hodgetts, International Management, Tata McGraw Hill, New Delhi.
3. Koonts and Whelrich, Management: The global perspective, Tata McGraw Hill, Delhi.
4. Nagandhi, Anant.R, International Management,Prentice Hall of India Ltd., New Delhi.
5. Thakur, Manab, Gene E. Burton, and B.N. Srivastav: International Management: concepts and cases, Tata McGraw Hill, New Delhi.

21MS3051	INTERNATIONAL INTELLECTUAL PROPERTY RIGHTS	L 3	T 0	P 0	C 3

Course Objectives:

The objectives of the course are to:

1. Disseminate knowledge on patents, patent regime in India and abroad and registration aspects.
2. Distribute knowledge on copyrights and its related rights and registration aspects
3. Disseminate knowledge on Design, Geographical Indication(GI), Plant Variety and Layout Design Protection and their registration aspects

Course outcomes:

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

1. Complete their academic projects shall get an adequate knowledge on patent and copyright for their innovative research works.
2. Provide useful insight on novelty of their idea from state-of-the art search.
3. Provide further way for developing their idea or innovations.
4. Pave the way for the students to catch-up Intellectual Property (IP) as an career option R&D IP Counsel, Government Jobs - Patent Examiner, Private Jobs, Patent agent and Trademark agent, and Entrepreneur
5. Develop knowledge on trademarks and registration aspects,
6. Create a simple and basic comprehension of the Indian scenario with regard to IPR Act.

Module 1: Overview of Intellectual Property (8 Hours)

Introduction and the need for intellectual property right – IPR in India – Genesis and Development IPR in abroad some important examples of IPR – Different Classifications –Important Principles of IP Management –Commercialization of Intellectual Property Rights by Licensing – Intellectual Property Rights in the Cyber World

Module 2: Patents (8 Hours)

Introduction – Classification – Importance – Types of Patent Applications in India–Patentable Invention – Inventions not Patentable

Module 3: Trademarks (8 Hours)

Introduction – Fundamentals – Concept – Purpose – Functions – Characteristics – Guidelines for Registration of Trademark– Kinds of TM – Protection – Non – Registrable Trademarks Industrial Designs – Need for Protection of Industrial Designs–Procedure for obtaining Design Protection.

Module 4: Copy Right (8 Hours)

Introduction to Copyright – Conceptual Basis – Copy Right and Related Rights –Author & Ownership of Copyright – Rights Conferred by Copy Right – Registration – Transfer – Infringement –Copyright pertaining to Software/Internet and other Digital media.

Module 5: Geographical Indications (8 Hours)

Concept of Appellations of Origin, Indication of Source and Geographical Indication – Definition of geographical indication? Geographical indication protection – Need for geographical indication protections - Classical examples and its casestudy NEW PLANT VARIETIES: Protection of Plant Varieties and Farmers' Rights, Authority and Registry –breeder

Module 6: Contemporary Issues in IPRs (5 Hours)

Relevant Cases and Demos

References:

1. J.P Mishra, 2012, Introduction to Intellectual Property Rights (3E), Central Law Publications
2. Chawla H.S, 2020, Introduction to Intellectual Property Rights, Oxford & IBH Publishing
3. R. Radha Krishnan, Intellectual Property Rights – Text and Cases,
4. Richard Stim, Intellectual Property Patents, Trademarks, and Copy Rights
5. P. Jeganathan, 2020, Intellectual Property Rights-1, Usha Jagnath Law Series
6. R. Radha Krishnan, Intellectual Property Rights – Text and Cases, Excel Books, 2008
7. Richard Stim, Intellectual Property Patents, Trademarks, and Copy Rights

21MS3052	GLOBAL RESOURCES	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Provide a brief idea about the framework of world natural features
2. Enable the students to acquire knowledge of global resources
3. Promote the understanding of various major global industrial regions

Course outcomes:

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

1. Develop an understanding of the geography of resources in the global context.
2. Knowing the world geography
3. Construct the skills on Aircraft and Electronic Industries

4. Applying knowledge on effective utilization of various resources
5. Implementing current knowledge to interlink between resources and trade.
6. Synthesize decisions affecting global resources.

Module 1: Geography and Natural Resources (10 Hours)

Geography of resources: Introduction to world geography–Definition, Importance–Scope–continents–Classifications–World and oceans.

Module 2: Time Zones and Resources (10 Hours)

Climatic zones – Time zones – Resources – Conservation of resources – Interlink between Resources and Trade.

Module 3: Agricultural Resources (10 Hours)

Agricultural resources: types of agriculture – Geographical distribution of rice, Wheat, Tea, Coffee, Cotton & Sugarcane, animal resources, dairy farming, fishing world fishing grounds.

Module 4: Mineral Resources (10 Hours)

Mineral resources: Types, distribution of iron ore, bauxite, copper, Gold and manganese –Power resources: Production of coal, petroleum, natural gas, hydal and nuclear power.

Module 5: Industrial Resources (10 Hours)

Industrial resources: Locational factors – Distribution of Iron and Steel, Engineering, Shipbuilding, Automobile, Textile & Clothing, paper and pulp industries, leather, major industrial regions of the world – Aircraft and Electronic Industries.

Module 6: Human Resources (10 Hours)

Human Resources: Defining international HRM, Difference between domestic and international HRM, Organizational Structure in MNC - Recruiting and selecting staff for international assignments- Introduction, Issues in staff selection

References:

1. K.K.Khana & V.K.Gupta, 2019, Economic and commercial geography
2. Dr. B.S. Negikedanath & Ramnath, (2016), Geography of resources
3. S.K. Sadhukhan, An Appraisal of resources
4. J.W. Alexander, Economic geography
5. R.B. Singh, 1990, Environmental Geography, Heritage Publishers New Delhi
6. Savinder Singh, 1997, Environmental Geography, Prayag Pustak Bhawan
7. Rajashekhar Shetty, 2014, Resource Geography, Guptha Publisher Mysore

21MS3053	INTERNATIONAL LOGISTICS MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Provide a basic understanding of the logistics operations in international business
2. Have a clear understanding of the various parties involved in logistics activity
3. Understand the infrastructural support required for the logistics industry

Course outcomes:

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

1. Analyze the logistics chain in the international arena
2. Examine the role of logistics in modern business
3. Critically analyze the problems faced by the logistics firms in and around India
4. Define the right mechanism for transportation to specific destinations
5. Examine the right kind of packing and containerization for the cargo
6. Critically analyze the functions and role of logistics intermediaries

Module 1: Introduction to Logistics (10 Hours)

Definition of Logistics - The Logistics Function - Definitions related to the supply chain - Definitions related to Supply Chain Management - Fundamental flows in the supply chain - The World Class Logistics model - The Main Logistics Associations - The main national and international associations of logistics professionals

Module 2: Operators in Logistics (10 Hours)

Transport and Logistics Jobs - The Supplier–Customer Relationship - The supplier – the industry – the distributor

– the end customer - Other operators in the supply chain - Operators of Distribution - Logistics Service Providers
 – subcontractors and outsourcers –Warehouses – Transporters

Module 3: Warehouse Management (10 Hours)

Design of a Warehouse - The role of a warehouse - Design of a warehouse - Layout of a Warehouse - Areas in a warehouse - Types of process or methods of preparation in the warehouse - Equipment in a warehouse - Types of Stock - Stock rotation - Inventory Procedures

Module 4: Production Logistics (10 Hours)

Key Concepts of Production Logistics - Criteria in production - Workflows in production: push, pull and tight flows - Just-in-time (JIT) - Lean Manufacturing Fundamentals - Industrial excellence - The notion of waste-Kaizen through continuous improvement - The Heijunka or the smoothing of production - Lean Manufacturing Tools - Value stream mapping - The 5S approach - The Poka-Yoke - The Kanban - Production smoothing

Module 5: Upstream and Supply Logistics (10 Hours)

The Relationship Between the Purchasing and Logistics Department - The buyer's tasks - The Bullwhip, "whiplash" or Forrester effect - Tendering Process, Specifications and Logistics Service Contract - Tendering process and specifications - The logistics service contract - The Incoterms - Functions of the INCO Terms - The different Incoterms - The Baltic Dry Index - Packing list

Module 6: Downstream or Distribution Logistics (10 Hours)

The Problem of Downstream or Distribution Logistics - The problem of downstream or distribution logistics - The efficient consumer response (ECR) approach - SSM, CPFR and MMS - The case of e-commerce - The Warehouse/Platform Alternative in Distribution Circuit - The difference between channel, circuit and distribution network - Selection criteria for the location of a repository - the case of the Urban Distribution Centre (UDC) - Urban Logistics or Last Mile Logistics - The problems of urban logistics - Operators in urban logistics - The division of urban logistics spaces - Reverse logistics

References:

1. Joelle Morana: Logistics, Wiley Publications
2. Sudalai Muthu, S. Anthony Raj: Logistics management for International Business: Text and cases. New Delhi: Prentice Hall India.
3. V.V. Sople (2015), Logistics Management, New Delhi: Pearson Limited.
4. Lemay Stephen, Bloomberg, David J Hanna Joe (2002), Logistics, New Delhi: Prentice Hall.
5. Singh P Rakesh Ailawadi, Satish C (2012), Logistics Management (2nd ed.), New Delhi: Prentice Hall India.
6. Paul .A Myerson (2015), Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design, Pearson FT Press

21MS3054	INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Present with an insight of acquainting the student with the procedures and documents used in international business
2. Provide in-depth knowledge of India's Foreign Trade Policy
3. Provide the learners to know the intricacies of international trade

Course outcomes:

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

1. Define the procedures to be adopted in international trade
2. Distinguish the trade practices between the home country and the other
3. Establish policies for the firms adhering to the Indian Foreign Trade Policy
4. Critically examine the popular international trade theories
5. Apply the legal systems to enhance the ethical way of doing international trade
6. Explore the possible trade finances for exports and imports

Module 1: Introductory Trade Issues: History, Institutions, and Legal (10 Hours)

The International Economy and International Economics – Understanding Tariffs – Recent Trade

Controversies – The Great Depression, Hawley, and the Reciprocal Trade Agreements Act (RTAA) – The General Agreement on Tariffs and Trade (GATT) – The Uruguay Round – The World Trade Organization

Module 2: The Ricardian Theory of Comparative Advantage (10 Hours)

The Reasons for Trade- The Theory of Comparative Advantage – Ricardian Model Assumptions – The Ricardian Model Production Possibility Frontier – Absolute and Comparative Advantage – Relationship between Prices and Wages- Deriving the Autarky Terms of Trade-The Motivation for International Trade and Specialization

Module 3: The Heckscher-Ohlin (Factor Proportions) (10 Hours)

Heckscher-Ohlin Model Assumptions- The Production Possibility Frontier (Fixed Proportions) –The Rybczynski Theorem – The Magnification Effect for Quantities – The Stolper- Samuelson Theorem – The Magnification Effect for Prices – The Production Possibility Frontier (Variable Proportions) – The Heckscher-Ohlin Theorem – depicting a Free Trade Equilibrium in the Heckscher-Ohlin Model – National Welfare – effects of Free Trade in the Heckscher-Ohlin Model - Factor- Price Equalization

Module 4: Economies of Scale and International Trade (10 Hours)

Economies of Scale and Returns to Scale – Gains from Trade with Economies of Scale: A Simple Explanation – Monopolistic Competition – Model Assumptions: Monopolistic Competition – The Effects of Trade in a Monopolistically Competitive Industry – The Costs and Benefits of Free Trade under Monopolistic Competition

Module 5: Trade Policy Effects with Perfectly Competitive Markets (10 Hours)

Basic Assumptions of the Partial Equilibrium Model – Depicting a Free Trade Equilibrium: Large and Small Country Cases – The Welfare Effects of Trade Policies: Partial Equilibrium – Import Tariffs: Large Country Price Effects – Import Tariffs: Large Country Welfare Effects – The Optimal Tariff – Import Tariffs: Small Country Price Effects – Import Quotas: Large Country Price Effects – Administration of an Import Quota – The Choice between Import Tariffs and Quotas – Export Subsidies: Large Country Price Effects – Countervailing Duties – Voluntary Export Restraints (VERs): - Export Taxes

Module 6: Domestic Policies and International Trades (10 Hours)

Domestic Production Subsidies - Production Subsidies as a Reason for Trade - Production Subsidy Effects in a Small Importing Country –Domestic Consumption Taxes – Consumption Taxes as a Reason for Trade – Consumption Tax Effects in a Small Importing Country – Equivalence of an Import Tariff with a Domestic (Consumption Tax plus Production Subsidy)

References:

1. Steve Suranovic: Policy and Theory of International Trade, Larbucket Publications
2. P Veera Reddy and Mamatha, 2015, Manual on Export Documentation 2015-2020, Commercial Law Publishers (Private) Limited,
3. Exporters Manual and Documentation, A Nabhi Publication, 2017
4. Mridula K Venugopalan, 2015, A handbook on Export Import Trade and Documentation in India (1e), Sara Publications
5. Justin Paul and Aserkar, 2013, Export Import Management, Oxford University Press
6. Foreign Trade Policy (2015-2020) Published by DGFT, New Delhi
7. T. A. S.Balagopal, 2017, Export Marketing

21MS3055	FOREIGN EXCHANGE MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Equip the students with the Foreign Exchange management concepts
2. Make the learners to be familiar with the recent developments in the FOREX market.
3. bring in the risks involved in foreign exchange dealings

Course outcomes:

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

1. Foresee and understand the risks involved in the foreign exchange transactions.
2. Expose the various methods to avoid the foreign exchange risks.

3. Equip with quality decisions in foreign exchange dealings
4. Understand the FEDAI regulations and the role of Indian financial set-ups
5. Examine the methodology of hedging the financial risks involved in international trade
6. Analyze the various mechanisms involved in FOREX markets

Module 1: Introductory FOREX (10 Hours)

Foreign exchange – Administration of Foreign Exchange – Foreign Exchange transactions – purchases and sales transactions – Authorized dealers – Foreign currency accounts –Multinational Banking.

Module 2: Foreign Exchange Market (10 Hours)

Foreign exchange market – Functions – Exchange rates – Exchange quotations – spot and forward transactions – Merchant rates – TT Selling rate- TT Buying rate - Forward exchange contract-Features of Forward exchange contract

Module 3: Foreign Exchange Risk and Exposure (10 Hours)

Foreign exchange risk and exposure – External techniques of exposure management – Internal techniques of exposure management.

Module 4: Interbank Deals (10 Hours)

Inter Bank Deals – cover deals trading, SWAP Deals – Arbitrage operations –Managing foreign exchange reserves - Fiscal and Monetary policies in India-Devaluation–pros and cons.

Module 5: Export Finances (10 Hours)

Pre-shipment finance – features – categories of pre-shipment finance pre-shipment credit in foreign currency – post-shipment credit finance features - categories

Module 6: Contemporary Issues in Foreign Exchange (10 Hours)

Cases and Problems pertaining to Forex.

References:

1. Nidhi Jain, 2007, Foreign Exchange and Risk Management, 1ST Edition, New Century Publications.
2. C. Jeevanandam, 2015, Foreign Exchange and Risk Management, 1st Edition, Sultan Chand and Sons
3. A V Rajwade and H G Desai, 2014, Foreign Exchange International Finance Risk Management, 5th Edition, Schroff Publishers and Distributors Private Limited
4. Foreign Exchange Management (FEMA) Manual with FEMA & FDI Ready Reckoner – Taxmann Store 32nd Edition, 2017
5. Esha Sharma, 2015, Foreign Exchange Management, 1st Edition, Laxmi Publications

21MS3056	INTERNATIONAL STRATEGIC MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Familiarize the learners with the concepts, tools and techniques of international strategic management
2. Enable them to develop analytical and conceptual skills;
3. Showcase the ability to look at the totality of situations.

Course outcomes:

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

1. Analyze the concepts, tools and techniques of strategic management in the international arena.
2. Define the strategic management tools for effective corporate decision making
3. Distinguish between the strategic practices in India and abroad
4. Develop analytical and conceptual skills in different situations.
5. Influence the thought process of decision makers in different types of strategies
6. Measure the competitive forces of business using strategic models

Module 1: Introduction to Strategy (10 Hours)

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchal levels of planning - Strategic planning process –Strategic management Practice in India. The competitive advantage of Nations and its implication on Indian Business

Module 2: Environment Analysis (10 Hours)

Environment Analysis & Internal Analysis of Firm: General environment scanning, competitive & environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and

value chain – identifying critical success factors to identify the strength & weakness - SWOT audit – core competence - Stockholders' expectations, Scenario-planning-industry analysis.

Module 3: Strategy Formulation (10 Hours)

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limits - means and forms. Strategic management for small organisations, nonprofit organisations and large multiproduct and multiple market organisations

Module 4: Tools of Strategy (10 Hours)

Planning and evaluation: Competitive cost dynamics - experience curve -BCG approach - cash flow implication -IA-BS matrix - A.D. Little's Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of the economic contribution of strategy-Strategic funds programming.

Module 5: Strategy Implementation and Control (10 Hours)

Various approaches to implementation of strategy – Matching organisation structure with strategy -7S Model - Strategic control process - DuPont's control model and other Quantitative and Qualitative tools – Balanced scorecard - Michael Porter's approach for Globalisation – Future of Strategic Management.

Module 6: Contemporary Issues in Strategic Management (10 Hours)

Cases and Problems pertaining to Strategy

References:

1. Azhar Kazmi, Business Policy, Tata McGraw-Hill Publishing Co Ltd, New Delhi,
2. Srivastava, Management Policy and Strategic Management, Himalaya Publishing Co
3. Porter.M, Competitive Strategy Techniques for Analyzing Industries and competitors, The Free Press, New York.
4. Thompson and Strickland, Strategic Management – Concepts and Cases, Tata McGraw Hill, New Delhi
5. Michael Hitt and Joseph Cheng, Managing Transnational Firms: Resources, Market Entry and Strategic Alliances (Advances in International Management), Jai Press, 2002

21MS3057	INTERNATIONAL MARKETING MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Present an insight into the international marketing concepts
2. Provide a conceptual understanding of the concepts of research across the globe.
3. Know the international market research process

Course outcomes:

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

1. Understand and evaluate the application of marketing
2. Identify the skill sets required in marketing
3. Examine the various functions of International Marketing
4. Determine the various Marketing areas
5. Gain knowledge on Global Marketing
6. Create a business feasibility plan

Module 1: Introduction to International Marketing (10 Hours)

Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing.

Module 2: International Marketing Environment (10 Hours)

Introduction, Political Environment, Political systems, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment, Challenges in Global Marketing.

Module 3: International Marketing Entry Strategies (10 Hours)

Introduction, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising

Module 4: International Product Policy (10 Hours)

Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services

Module 5: International Pricing Policy (10 Hours)

Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade

Module 6: Ethical Issues in International Marketing (10 Hours)

Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical Consideration in International Marketing and Marketing Communications.

References:

1. Philip Kotler (Millennium edition), 2017, Marketing Management
2. Sak Onkvist & John J.Shaw, 2018, International Marketing
3. Philip Kotler & Gray Armstrong, 2015, Principles of International Marketing
4. Keegan, 2014, Global Marketing Management
5. Varshney and Bhattacharya, 2019, International Marketing Management
6. P.K.Vasudeva, 2017, International Marketing (4th Edition) Excel Book, New Delhi

21MS3058	INTERNATIONAL TRADE RESEARCH	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Know the basic concepts and principles of the International Marketing
2. Understand the consumer behavior in the international contexts
3. Develop the product idea and procedure to introduce a new product and to evaluate the application of marketing

Course outcomes:

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

1. Examine the possibilities of going global
2. Critically analyze the global marketing environment
3. Differentiate the research mechanisms involved in global level
4. Analyze the suitable sources of collecting data
5. Apply the research skills in the global arena
6. Critically examine the suitable research design to conduct market research

Module 1: Introduction to International Trade Environment (10 Hours)

Introduction, classical trade theories, modern trade theories, trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing, India's Role in International Trade Theories

Module 2: Secondary data and its uses (10 Hours)

Introduction - Locating the Appropriate Information - Information Sources - Information Requirements - Market Entry - Demand Estimation - Assessing Market Interconnectedness.

Module 3: Primary Data and Multi-Country Data (10 Hours)

Defining the Unit of Analysis - Selecting Units of Analysis - Structuring the Research Design - Cultural Bias in Research Design, Communication and Interpretation - Establishing Comparability: The Emic/Etic Dilemma - Establishing Data Equivalence - Determining Construct Validity - Establishing Construct Reliability

Module 4: Survey and Non-Survey Techniques (10 Hours)

Different Qualitative Techniques - Observational and Quasi-observational Data - Projective Techniques - In-depth Interviews - Questionnaire Design and Question Formulation - Type of Question - Use of Nonverbal Stimuli instrument Translation - Potential Sources of Bias Associated with the Research Instrument

Module 5: Multi-Country scales and Analysis (10 Hours)

Introduction - General Issues in Scale Development - Using Multi-item Scales in Cross-cultural Research -

Developing Cross-cultural Scales - Multicountry Data Analysis - Assessing the Differences in the Level of Variables between Countries.

Module 6: Assessing Differences in the Structure of Variables (10 Hours)

Introduction - Correlation Analysis - Means-End Hierarchies - Cluster Analysis - Multidimensional Scaling - Factor Analysis - Confirmatory Factor Analysis - Covariance Structure Models- Advances in Data Analysis.

References:

1. C Samuel Craig and Susan P Douglas, International Marketing Research: 3rd Edition, Wiley Publication
2. Richard Levin & David Rubin, 2008, Statistics for Management, Prentice Hall
1. S.P.Gupta, 2007, Statistical Methods, 34th Edition, Sultan Chand & Sons
2. Sundaresan and Jayaseelan, An Introduction to Business Mathematics and Statistical Method
3. P.R.Vittal, 2003, Business Mathematics, 2nd Edition, Margham Publications
4. S.P. Rajagopalan and R. Sattanathan, 2009, Business Statistics and Operation Research, 2nd edition, Tata Mcgraw-Hill publishing company Ltd.

21MS3059	FOREIGN TRADE POLICY OF INDIA	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Recall the importance of Foreign Trade for the development of a nation.
2. Describe the commercial policy instruments, and
3. Offer ideas about doing foreign trade with all procedural inputs

Course outcomes:

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

1. Analyze the importance of Foreign Trade theories
2. Critically examine the impact of FTP in nation's trade trends
3. Develop strategies to exploit international trade opportunities
4. Demonstrate the ability in dealing with procedural hiccups in the global advertisement
5. Examine the effectiveness in documentation works in line with the procedural aspects of FTP
6. Identify the trade relationship between Regional Groupings and other countries

Module 1: Introduction (10 Hours)

Legal basis of Foreign Trade Policy – duration – amendment to FTP – Handbook of Procedures and Appendices Aayat Niryat Forms (AANF) – Specific provision to prevail over the general

Module 2: Trade Facilitation (10 Hours)

e-IEC – e-BRC – EDI – Towns of Export Excellence (TEE) – Director-General of Commercial Intelligence and Statistics (DGCI&S)

Module 3: General Provisions Regarding Imports And Exports (10 Hours)

Objective –Indian Trade Classification (Harmonized System) [ITC(HS)] of exports and imports –Importer-Exporter Code – prohibitions (country and product-specific) – STEs – import of specific categories of goods – export of specific categories - EPCs

Module 4: Exports From India Schemes and Duty Exemptions Scheme (10 Hours)

Merchandise Exports from India Scheme (MEIS) – Service Exports from India Scheme(SEIS) – Duty Exemption / Remission Schemes – Duty-free import Authorization scheme

Module 5: Export Promotion Capital Goods (EPCG) Scheme (10 Hours)

EPCG Scheme – Export Obligation – LUT /Bond / BG in case of Agro units – Post-Export EPCG Duty Credit Scrip(s)

Module 6: Export Oriented Units (EOUs), Electronics Hardware Technology Parks (EHTPs), Software Technology Parks (STPs) and Bio-Technology Parks (BTPs) (10 Hours)

Export and Import goods – second hand Capital goods – NFEE – DTA sale of finished goods – EOU scheme – Deemed Exports – EHTPs - STPs - BTPs

References:

1. Foreign Trade Policy (2015-2020) Published by DGFT, New Delhi
2. Exporters Manual and Documentation, A Nabhi Publication, 2017

3. P Veera Reddy and Mamatha, Manual on Export Documentation 2015-2020, Commercial Law Publishers (Private) Limited, 2015.
4. Mridula K Venugopalan, 2015, A handbook on Export Import Trade and Documentation in India (1e), Sara Publications
5. Abhishek Rastogi, Handbook on Foreign Trade Policy 2015-2020, Lexis Nexis, 2015

21MS3060	INTERNATIONAL PROJECT MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. provide the students with the understanding of project planning and scheduling
2. help the learners to understand the impact of the project team handling the projects
3. offer knowledge about the risks involved in implementing the project

Course outcomes:

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

1. Analyze the project management skills of a project manager.
2. Understand the effective usage of tools and techniques to handle projects
3. demonstrate the skill in evaluating and controlling the pace of projects
4. Establish time management skills in running a project
5. Evolve a model to conduct a feasibility study about a given project
6. Apply knowledge and skills gained in project management in the real-time projects

Module 1: Introduction to Project Management (10 Hours)

What is a Project? - Trends in Project Management - The Life Cycles of Projects - selecting Projects to Meet Organizational Objectives - The Project Portfolio Process -The Manager the Organization and the Team - The PM's Roles - Facilitator - Communicator - Virtual Project Manager - Meetings, Convener, and Chair - The PM's Responsibilities to the Project - Acquiring Resources - Fighting Fires and Obstacles - Leadership - Fitting Projects into the Parent Organization - The Project Team - Matrix Team Problems

Module 2: Project Activity and Risk Planning (10 Hours)

From the Project Charter to the Project Plan - The Planning Process - Nuts and Bolts - Sorting Out the Project—The Work Breakdown Structure (WBS) - Extensions of the Everyday WBS - More on the Work Breakdown Structure and Other Aids - The RACI Matrix - A Whole-Brain Approach to Project Planning - The Design Structure Matrix - Project Planning with Scrum

Module 3: Budgeting the project (10 Hours)

Methods of Budgeting - Top-Down Budgeting - Bottom-Up Budgeting - Budgeting With Agile - Cost Estimating - Work Element Costing - The Impact of Budget Cuts - Activity Versus Program Budgeting - Improving Cost Estimates - Forms - Learning Curves

Module 4: Scheduling the Project (10 Hours)

PERT and CPM Networks - Calculating Activity Slack - Project Uncertainty and Risk Management - Calculating Probabilistic Activity Times - The Probability of Completing the Project on Time - Selecting Risk and Finding - Simulation - The Gantt Chart

Module 5: Monitoring and Controlling the project (10 Hours)

The Plan-Monitor-Control Cycle - Designing the Monitoring System - Data Collection and Reporting - Data Analysis - Reporting and Report Types - Meetings - Virtual Meetings, Reports, and Project Management - Earned Value - Project Control - Purposes of Control - Designing the Control System - Types of Control Systems - Tools for Control

Module 6: Evaluating and Closing the Project (10 Hours)

Evaluation - Evaluation Criteria - Measurement - Project Auditing - The Audit Process - The Audit Report - Project Closure - When to Close a Project - Types of Project Closure - The Closure Process - The Project Plan Closeout Report - Benefits Realization

References:

1. Jack R. Meredith, Scott M. Shafer, Samuel J. Mantel Jr., Margaret M. Sutton, 2020, Project Management in Practice, (7E), Wiley publications.
2. Heldman K (2013), PMP-Project Management Performance Exam Study Guide (7th Edition), New

Delhi: Wiley India Pvt Limited

3. Prasanna Chandra (2009), Projects: Planning, Analysis, Selection, Financing, Implementation and Review (7th Edition), Tata McGraw Hill Education Pvt Ltd
4. Harvard Business Review (January 2014), Managing Projects, Harvard Business Publishing.
5. Harold Kerzner (2013), Project Management: A systems approach to planning, scheduling and controlling (10th Edition), New Delhi: Wiley India Pvt Ltd
6. Cleland, David I. & Gareis R. (2006) Global Project Management Handbook: Planning, Organizing and Controlling International Projects. (2nd ed.) New York: McGraw-Hill.
7. Koster, K. (2010) International Project Management. London: SAGE Publications.

21MS3061	SPATIAL DATA ANALYTICS	L	T	P	C
		0	0	4	2

Course Objectives:

The objectives of the course are to:

1. Make students understand trends and patterns of trade
2. Teach students how to manage business information effectively
3. Map manufacturing, clients, processing units, supplier locations, distribution centers, and routing of vehicles.

Course outcomes:

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

1. Understand to manage business information effectively at the end of the course.
2. Develop the habit of using GIS in route selection and vehicle routing
3. Use the information system effectively for best distribution practices
4. Evaluate the optimum network feasibility
5. Assess the best solutions for the clients
6. See better location and Network Analysis

Course Description:

12 exercises will be conducted on the topics listed below:

1. Accessing MassGIS site (Census/Demographic Data | Coastal and Marine Features | Conservation/Recreation | Cultural Resources | Environmental Monitoring | Image Data | Indexes | Infrastructure | Physical Resources | Political/Administrative Boundaries | Regulated Areas | Miscellaneous)
2. Accessing TAMU GeoServices platform to access data
3. Access GoogleMaps
4. Access ArcMap (Create Maps, Perform Analysis, Manage Geographical data, automate work flows)

Activity for Students:

Free Maps available in Google or Open Source – Creating Data Base Management System for GIS – Network Analysis using MS EXCEL SOLVER.

References:

1. Eric Pimpler (2017), Spatial Analytics with ArcGIS, Ingram short title Publishers
2. Alex David Singleton, Seth Spielman, David Folch(2017), Urban Analytics (Spatial Analytics and GIS), SAGE Publications Ltd
3. Aronoff S. Geographic Information Systems: A Management Perspective, DDL Publication Ottawa, 1989.
4. Chang, & K.-T. (2008). Introduction to geographic information systems. Boston: McGraw-Hill.
5. Davis, B. E. (2001). GIS: A visual approach. Albany, NY: Delmar Thomson Learning.
6. Fraser Taylor D.R., 1991, Geographic information Systems. Pergamon Press, Oxford
7. Maquire D.J.M.F. Goodchild and D.W. Rhind, 1991, Geographic information Systems: Principles and Application. Taylor & Francis, Washington.

21MS3062	ASCENT TMS	L	T	P	C
		0	0	4	2

Course Objectives:

The objectives of the course are to:

1. Make students understand software imperative in trade
2. Educate students how to manage transportation through software
3. Analyze the intricacies of transportation process through opensource.

Course outcomes:

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

1. Understand to the importance of freight management.
2. Develop online data maintenance of freight operations
3. Use the information system effectively for robust freight functioning
4. Utilize the open source optimally
5. Assess the best solutions for the clients
6. Create a open source account and establish freight transportation through it

Course Description:

12 exercises will be conducted on the topics listed below:

1. Load:
 - a. View Loads
 - b. Search Loads
 - c. Build a Load
 - d. Load Templates
 - e. Search Load Boards
 - f. Transit Insights
2. Customer Profiling
 - a. View Customers
 - b. Add a Customer
 - c. Bulk Import
3. Assets
 - a. View Asset Groups
 - b. View Power units
 - c. View trailers
 - d. View drivers
4. Carriers
 - a. View Carriers
 - b. Add a carrier
 - c. Bulk import
5. Locations
 - a. View Locations
 - b. Add a locations
 - c. Bulk import
6. Reporting
 - a. Load Reports
 - b. Commissions
 - c. Additional Insurance

21MS3063	LEAN SIX SIGMA IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objectives:

The objectives of the course are to:

1. Introduce the fundamental Lean manufacturing and Six Sigma principles in logistics and its application in supply chain management.

2. Understand the wastages and model of lean logistics.
3. Understand the tools and technique for implementation of Lean manufacturing and Six Sigma in logistics.

Course outcomes:

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

1. Summarize and explain the concepts of lean in logistics
2. Identify, compare and contrast the wastages of lean logistics and the different types of lean logistics
3. Describe the logistics bridge model
4. Assess the different types of flow and capability
5. Design and illustrate the current and future state mapping of Value Stream Mapping (VSM)
6. Examine, evaluate and plan the implementation of SPC tools using Six Sigma methodologies

MODULE 1: Lean Six Sigma Logistics and Supply Chain (8 Hours)

Lean and the Logistician – Six Sigma and the Logistician – Logistics bridge model –Importance of Logistics and Supply Chain Management.

MODULE 2: The Logistics and Supply Chain Wastes (8 Hours)

Waste of Inventory – Waste of Transportation – Waste of Space and Facilities: Logistics and Warehousing – Waste of Time – Waste of Packaging – Waste of Administration – Waste of Knowledge

MODULE 3: Logistics Bridge Model (8 Hours)

Importance of Logistics Bridge model – Logistics Flow: Asset Flow, Inventory Flow, Fixed Assets Flow, Information Flow, Financial Flow – Capability: Predictability, Stability, Visibility.

MODULE 4: Lean Technique: Value Stream Mapping (8 Hours)

Value Stream Mapping (VSM) – Material and Information Flow – VSM symbols –Identification of Product or Product Family – Current-State Mapping – Future-State Mapping –Plan and Implementation in logistics.

MODULE 5: Six Sigma Tools (8 Hours)

Define – Measure – Analyze – Improve – Control (DMAIC) – SIPOC model – VOC – CTQ – Seven Quality or SPC Tools such as Pareto Analysis, Cause and Effect Diagram, Control Charts etc. –Process Capability Analysis (CP, CPK)– Plan and Implementation in logistics.

MODULE 6: Key impact of Industry 4.0 on Lean Six Sigma in Supply Chain and Logistics (5 Hours)

Industry alignment through Digitalisation – VSM – Innovation in Internet of Things in networking – Intelligent Machines

References:

1. Paul Myerson (2012), “Lean Supply Chain and Logistics Management (1e), McGraw Hill Education
2. James William Martin (2014), Lean Six Sigma for Supply Chain Management,(2E) McGraw-Hill
3. Thomas Gold (2005), “Lean Six Sigma Logistics – Strategic Development to Operational Success” (6e), Ross Publication
4. Elizabeth and Cudney (2012), Implementing Lean Six Sigma throughout the Supply Chain: The Comprehensive and Transparent Case Study (1e), Productivity Press
5. Liker, J., (2004), The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer, McGraw-Hill Education
6. Pyzdek, T. and Keller (2014), P. A., The Six Sigma Handbook, Fourth Edition, McGraw-Hill Professional
7. Souraj Salah and Abdur Rahim (2019), An Integrated Company-Wide Management System: Combining Lean Six Sigma with Process Improvement (1e), Springer

21MS3064	PORT MANAGEMENT IN LOGISTICS	L	T	P	C
		3	0	0	3

Course Objectives:

The objectives of the course are to:

1. Learn Port structure, functions, and operations.
2. Understand the Airport management for logistics.
3. Learn the role of intermediaries in Port Management

Course outcomes:

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

1. Relate knowledge of Port and Airport Management for Logistics.
2. Discuss the functions of major and minor ports
3. Examine the operational functions of Administrative peoples
4. Categorize the Berth and Terminal facilities of each Indian Ports
5. Assess the port technologies of India and the rest of the world
6. Synthesize the port, ship and berth times to offer effective logistics to clients

Module 1: Port Structure and Functions (8 Hours)

Definition –Major Ports, Minor Ports and Intermediate Ports –Layout of a Ports – Organisational structure – Fundamental observations - Infrastructure and connectivity

Module 2: Port Functions and Operations (8 Hours)

Administrative functions - Operational functions. Main services: Services and facilities for ships - Administrative formalities - Cargo transfer - Services and facilities for cargo - Additional “added value” service- Ports and their stakeholders like PHO, Immigration, Ship agents, Stevedores, CHA. Port Operations: Berths and Terminals - Berth Facilities and Equipment - ship Operation – Preshipment planning, the stowage plan and on-board stowage - cargo positioning and stowage on the terminal - Developments in cargo/container handling and terminal operation

Module 3: Cargo Safety (8Hours)

Introduction - Safety of cargo operations - Cargo security: Measuring and evaluating performance and productivity.

Module 4: Port Development (8 Hours)

Phases of port development - Growth in word trade - Changes in growth Development in terminal operation. Shipping technology and port: Ship knowledge Ship development and port development - Port time and ship speed - Other technical development affecting port.

Module 5: Port Administration and Privatization (8 Hours)

Introduction - Port Administration Ownership and Management Port ownership structure- Types of port ownership and administration – Organizations concerning ports - Boards governing the ports - Port management development Rise and fall of Ports - information technology in ports. Port ownership in Indian context: Acts governing the Ports in India - Port ownership structure in India. Port reform: Framework for port reform - Evolution of ports in a competitive world Alternative Port Management Structure and Ownership Models.

Module 6: Key impact of Industry 4.0 on Port Management (5 Hours)

Introduction – Automation and Robotics in Cargo Handling and Administration – E-Tracking – AI based smart ports

Activity for Students: Major and Minor Ports – Berth Facilities – Specialised cargo at each harbors, Port Laws, Intermediaries Role in Logistics – Formalities and Expenses at Port – Port Timings, Ship Time Table Chart and Berth timing etc.

References:

1. Professor Dong-Wook Song, Photis Panayides (2015), Maritime Logistics: A Guide to Contemporary Shipping and Port Management (2e), Kogan Page
2. Patrick M. Alderton. 2008, Port Management and Operations. Information Law Category, U.K.
3. Harry Geerlings, Bart Kuipers, et al. (2017), Ports and Networks: Strategies, Operations and Perspectives (1e), Routledge
4. World Bank. 2007, Port Reform Tool Kit. World Bank, Washington.
5. Maria G.Burns. 2014., Port Management and Operations. CRS Press,U.K.
6. Alan E.Branch. 2008, Elements of Shipping. Chapman and Hall, Fairplay Publications, U.K.
7. De Monie. 1989, Measuring and Evaluating Port Performance and Productivity. UNCTAD, New York.

21MS3065	CONTAINERISATION MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objectives:

The objectives of the course are to:

1. Deliver theoretical and practical knowledge in handling methods, transportation modes and various conventions pertaining to carriage of cargo.
2. Deliver the insights of the multimodal operations
3. Provide inputs on various conventions related to world cargo movements

Course outcomes:

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

1. Describe the different concepts of containerisation
2. Explain the characteristics of containerized cargoes
3. Examine the multimodal possibilities for cargo movement
4. Categories the shipping services available for trade movement
5. Justify the various policies been evolved through conventions
6. Plan appropriate containerization package for a given consignment

Module 1: Containerization (5 Hours)

Introduction - Major Container Trades - Container Operators - Container Ships - Terminal- Consideration of Container Terminal Planning - Container Distribution – Container types - ISO Container Dimension by types - Non- Containerisable cargo - Features of Containerization - Equipment for non-containerisable cargo.

Module 2: Cargoes 5 Hours)

International Trade Distribution - Stowage: Meaning - Stowage of cargo – Factor Consideration - Types of cargo - Characteristics - Cargo and Container handling equipment - Types of Packing- Marking of cargo - Dangerous Cargo - IMDG Code –Classes.

Module 3: Multimodalism (5 Hours)

Introduction - Multi modalism: Multi-modal Trade Routes - Evolution - Basic Intermodal System - Modal Interface Factors outline why shipper favour Multi-modalism - Factors in Development Features -Multi-Modalism Strategy –Components.

Module 4: Multi Modal Operation (10 Hours)

Introduction - Liners - Tramps - Specialized Vessels - Terms - Road transport vehicle – Road Transport Weight and Measurement - Rail Transport Vehicle and Equipment – Air Transport - Ports - LCL - FCL - NVOCC - Freight forwarders - Consolidator - ICD CFS- Free Trade Area - SEZ - Factors affecting mode and route choice.

Module 5: Conventions on Multimodal Transport (10 Hours)

Introduction - Conventions relating to multimodal transport: Cargo Liability Convention: International Conventions relating to Bill of Lading (The Hague and Hague/Visby Rules (Appendix 8) - Hamburg Rule - Convention relating to through Transport operation by Land, Rail, Air - Conventions relation to Dangerous Cargo - Carriage of Perishable Goods - International Convention for safe containers1972(CSC).

Module 6: Key impact of Industry 4.0 on Packaging and Containerisation Industry (10 Hours)

Introduction–RFID for container identification – Empty container identification and movement using cloud computing

Activity for Students:

Finding right packing and containers for different cargoes –Identifying ship schedules and internal cargo movement across ports

References:

1. Rolf Neise, Rolf Neise (2018), Container Logistics: The Role of the Container in the Supply Chain (1e), Kogan Page
2. Harry Geerlings (2017), Ports and Networks: Strategies, Operations and Perspectives (1e), Routledge
3. Hariharan, K. V. (2002) A Textbook on Containerization and Multimodal Transport. Shroff Publishers and Distributors: New Delhi.
4. Alan E Branch & Michael Robarts (2014) Branch's Elements of Shipping. 9th Edition, Routledge Publication.
5. Claus, Hyldager (2013) Logistics and Multi-modal Transport. 2013 Edition, Institute of Chartered

Shipbrokers.

6. H. Haralambides (2015), Port Management, Palgrave Macmillan
7. Kevin Tierney (2015), Optimizing Liner Shipping Fleet Repositioning Plans (Operations Research/Computer Science Interfaces Series Book 57), Springer

21MS3066	SUPPLY CHAIN RISK MODELING AND MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objectives:

The objectives of the course are to:

1. Provide insight on Supply Chain Risk involved
2. Offer inputs on valuable perspectives on supply chain vulnerabilities. With emphasis on data, models and modeling systems the students can analyze supply chain planning problems.
3. Offer the basic knowledge of planning to get rid of SC risk

Course outcomes:

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

1. Identify and Analyze Business Models, Business Strategies and, corresponding Competitive Advantage.
2. Implement information technology in Supply Chain.
3. Examine the fundamentals of optimization models in SCM
4. Prioritize the management of Supply Chain Risk
5. Identify the SC Risks in the business process
6. Plan a best model for a SC with less risk or no risk

Module 1: Supply Chain Management (7 Hours)

Supply Chain Management - Integrated Planning and Models - Supply Chain Models & modeling Systems – Supply Chain Decision Databases – Data Aggregations, Facility Data, Transportation Network data, Supplier Data – Integrating Supply Chain & Demand Management, Price & location Sensitive Revenue Curves

Module 2: Information Technology in Supply Chain (7 Hours)

Developing in Enterprise Resource Planning System and E-Commerce – Comparison of Transactional IT and Analytical IT – Hierarchy of Supply Chain Systems

Module 3: Fundamentals of Optimization Models (7 Hours)

Fundamentals of Optimization Models – Linear programming Modelling – Resource Allocation Model, Infeasible & Unbounded Models, Multiperiod Resource Allocation Model, Network Models - Properties of Linear Programming Models, Dual Linear Programming Model, Parametric & Sensitivity Analysis., Spread sheet and Multiple Objective, unified Optimization, Stochastic Programming, Mixed Integer Programming Modelling, Distribution Centre Location Models, Supply Chain Network Optimization Models, Optimization Software.

Module 4: SC Risk and Management (8 Hours)

Risk and Management - Risk in the Supply Chain, Features of Risk, Decisions & Risk, Structure of Decisions, Decisions with uncertainty, Risk, ignorance, Managing Risk Structure of a Supply Chain, Increasing Risk, Trends in Supply Chain Management. Integration of supply Chains, Cost Reduction, Agile logistics, E – Business, Globalization, Outsourcing, Changing practices in Logistics. Approaches to Risk Management

Module 5: Identifying SC Risks (8 Hours)

Types of Risks, Tools for analyzing past events, Operations, Problems with Risk Identification, Measuring Risk, Consequences of Risk, Responding to Risk – Alternative responses, Defining Options, Choosing the best response, Implementation & Activation, A Network view of Risk – Shared Risks, Achieving an Integrated approach, Analyzing& responding to risks.

Module 6: Key impact of Industry 4.0 on Supply Chain Risks (8 Hours)

Smart Supply Chain Integrity in data integration –Hacking –Human Machine Interactions (HMI) –Human Robot Interactions (HRI) – Cyber Physical Systems (CPS)

References:

1. Gregory L. Schlegel, Robert J. Trent Supply Chain Risk Management: An Emerging Discipline (Resource Management) Hardcover – Import, 3 Nov2014.
2. Donald Waters – Supply Chain Risk Management, Published by the Chartered Institute of Logistics

&Transport, U.K

3. Jeremy F. Shapiro, Modelling the Supply Chain, Duxbury Publications.
4. Stephen Pryke (2019), Successful Construction Supply Chain Management: Concepts and Case Studies (2e), Wiley-Blackwell;
5. Konstantin Kogan, Charles S. Tapiero (2007), Supply Chain Games: Operations Management and Risk Valuation (International Series in Operations Research & Management Science), Springer
6. Teresa Wu, Jennifer Vincent Blackhurst (2009), Managing Supply Chain Risk and Vulnerability: Tools and Methods for Supply Chain Decision Makers, Springer
7. Barbara B. Flynn, Xiande Zhao (2014), Global Supply Chain Quality Management: Product Recalls and Their Impact (Supply Chain Integration Modeling, Optimization and Application) (1e), CRC Press

21MS3067	INTRODUCTION TO LOGISTICS MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Provide an understanding of the basic concepts in logistics Management
2. Give an insight about the logistics market; and
3. Provide an overview of the Logistics System.

Course outcomes:

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

1. Describe the evolution and concepts behind logistics management practice
2. Discuss the skills in logistics functional strategies.
3. Illustrate a suitable decision-making function in logistics related issues.
4. Compare and contrast the cross-functional business processes in supply chains.
5. Justify decisions affecting supply chain's plan, deliver, and customer management functions.
6. Synthesize decisions affecting supply chain's plan, source, and make functions.

Module 1: Basics of Logistics (10 Hours)

Introduction to Logistics – Definitions of Logistics – terms or jargons used in logistics industry –Role of logistics in local business – Role of logistics in international business – Merits and demerits of logistics – 7Rs of Logistics – 5 Ps of Logistics

Module 2: Logistics Theories (10 Hours)

Concepts and Theories related to Logistics - Integrated logistics: Logistics evolution, logistics operations integration, Supply Chain relationships, logistics system design

Module 3: Logistics Operation (10 Hours)

Types of Logistics: 3 PL – 4 PL – 5 PL solution – Problems related to 3PL, 4PL and 5 PL. Logistics positioning, Logistics Integration theory.

Module 4: Elements of Logistics (10 Hours)

Transportation –Warehousing - Packaging & Unitization – Inventory – Material Handling – Information and Control

Module 5: Logistics Decisions (10 Hours)

Transportation design, Logistics strategy - Logistics planning triangle, logistics functional strategies and applications, purchasing decisions, storage decisions, inventory decisions and location decisions, logistics planning and design.

Module 6: Key Impacts of Industry 4.0 on Logistics (10 Hours)

Information and Communication Technology (ICT) –Industry Internet of Things (IoT) – digitalization – Transparency – Autonomation – Modularization – Transportation and Distribution

Activity for Students:

Installing relationship among different clients and customers in the supply chain, logistics and supply chain design, calculation of logistics costs under various circumstances and scenarios, Storage decisions, vendor managed inventory – Logistics Apps

References:

1. Sudalai Muthu, S. Anthony Raj: Logistics management for International Business: Text and cases. New Delhi: Prentice Hall India.

2. V.V. Sople (2015), Logistics Management, New Delhi: Pearson Limited.
3. Khalid Zidan, Supply Chain Management: Fundamentals, Strategy, Analytics & Planning for Supply Chain and Logistics Management (Logistics, Supply Chain Management, Procurement), Createspace Independent Pub, 2016
4. Lemay Stephen, Bloomberg, David J Hanna Joe (2002), Logistics, New Delhi: Prentice Hall.
5. Singh P Rakesh Ailawadi, Satish C (2012), Logistics Management (2nd ed.), New Delhi: Prentice Hall India.
6. Paul .A Myerson (2015), Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design , Pearson FT Press
7. Internet Source: <https://doi.org/10.1016/j.promfg.2017.09.045>

21MS3068	WAREHOUSING AND FACILITIES MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives

The objectives of the course are to:

1. Provide an understanding of the basic concepts pertaining to warehousing operations and the supply chain;
2. Give an insight about the procedural set-up of warehousing; and
3. Offer an overview of managing warehouse efficiency.

Course Outcomes

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

1. Describe the role of the warehouse and warehouse manager in today's supply chain
2. Explain the various warehouse processes, strategies, and methods
3. Illustrate the impact of health, safety, and warehouse environment on operational effectiveness.
4. Examine the key elements of warehouse management and the supply chain involved in it.
5. Justify the choice of sourcing and outsourcing
6. Design a warehouse process with its associated costs, and profitability.

Module 1: Basics of Warehousing (10 Hours)

Introduction to Warehousing – Definitions of Warehouse –Need for warehousing - Types of Warehouses – Requirements for a warehouse – Characteristics of an ideal warehouse – Functions of a warehouse – Advantages of Warehouse – Warehouse Performance Measures

Module 2: Material Flow and Activity Profiling (10 Hours)

Warehouse Layout and Design - Introduction to Material Flow – The fluid model of product flow –Units of handling – Two fundamental resources approach – Dedicated Storage and Shared Storage – Activity Profiling

Module 3: Warehousing Operations and Supply Chain Management (SCM) (10 Hours)

Introduction to Warehouse Operations – Introduction to Supply Chain Management – Objectives of SCM – Importance of SCM – Activities of SCM – Decision Phases in SCM – Process View of Supply Chain – Supply Chain Strategies and Drivers – Barriers to SCM.

Module 4: Design of Supply Chain and Planning Transportation Networks (10 Hours)

Introduction and role of distribution Network – Factors influencing distribution network design – design options for a distribution networks – E-business and its impacts

Module 5: Sourcing, Pricing, Demand Management and Customer Service (10 Hours)

Introduction to Sourcing, In-house and Outsource – Sourcing Planning and Analysis – Pricing and Revenue Management for multiple customers – Perishable products and seasonal demands – Demand Forecasting – Cost of Stockouts.

Module 6: Key Impacts of Industry 4.0 on Warehousing (10 Hours)

The Internet of Things (IoT) –Voice Picking – Vision Picking – Warehouse Management System (WMS) – Semi-Autonomous Machines - Radio Frequencies Identification (RFID).

Activity for Students: Warehouse Operation Assessment –Marketing Mix Models – Distributions networks in a practice –Channel of Distribution for different product segments.

References:

1. Gwynne Richards (2014), Warehouse Management: A complete guide to improving efficiency and minimizing costs in the modern warehouse, Kogan Page Publications, 1st Edition, 2014
2. Keller B (2013), Specifications of the definitive guide to warehousing: Managing the store and handling of materials and products in the Supply Chain, New Delhi: Pearson Education (Singapore) PTE. Ltd.,
3. Meir Liraz (2017), Guide to Effective Retail Merchandise Management (1st ed.), Create Space Publication, 2017
4. Chopra and Kalra (2016), Supply Chain Management (6e), Pearson Education (India).
5. Bowersox (2018), Supply Chain Logistics Management (4e), McGrawHill.
6. S. A. Jiffry (2012), Effective Warehouse Management – Lamber Academic Publishing.
7. Peter Baker, Alan Rushton, Phil Croucher. (2014), The handbook of Logistics and Distribution Management (5th ed.), Kogan Page.

21MS3069	FREIGHT TRANSPORT OPERATIONS MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Provide a basic understanding about freight management;
2. Give a broader view on the fundamentals of transportation component in Logistics management; and
3. Give an overview of the regulatory framework of transportation.

Course outcomes:

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

1. Describe the essentials of freight management in cost efficiency.
2. Explain the management in the decision-making process to manage their cargo movement.
3. Use international logistics / freight procedures & documentation
4. Identify and develop effective resources planning
5. Justify the movement plan for cargo and forwarding
6. Design an optimized work processes and financial areas including cost management and reduction

Module 1: Operations in Transport Management (10 Hours)

Introduction to transportation -The transport field – key drivers of change in Transport Management – Operations Management processes in Transportation – Challenges faced in Freight Transport Operations

Module 2: Management Principles in Transport Operations (10 Hours)

Six Sigma Principles and its advantages – ISO 9000 – 8 Principles of ISO 9000 – Advantages of ISO – Kaizen 5S principles – Ergonomics -

Module 3: Role of Transport Operations in Logistics (10 Hours)

Role of Transport – Logistics Operations – inbound & outbound – The Operating plan – Functions of Freight Transport Operations – Transportation Planning – Route Planning and Scheduling – Risk Management Plan – Multimodal Transport – Mode Selection Criteria -

Module 4: Practical Methodologies, Tools and Techniques in Transport Operations (10 Hours)

Basic tools for Quality Management – Iterative Design –Meta Analysis Tools – System Analysis Tools – Time and Motion Study – Measuring Efficiency and effectiveness

Module 5: Transport Management Systems (TMS) and Sustainable Transportation (10 Hours)

TMS Definition –Fleet Management – Operating Maintenance Strategy Table – GPS – Functionalities of TMS – TMS Framework for planning – Route Planning – Conceptual framework of Sustainable Transportation – Green Fleet Management

Module 6: Key impacts of Industry 4.0 on Freight Operations (10 Hours)

Information Revolution –Interoperability – Information Transparency – Decentralized decision making – Products – Machines – Objects and Information Communication Technology

Activity for Students: Vehicle Scheduling and Routing – Usage of GPS in locating the cargo and vehicle – Creating Transport Management Systems.

References:

1. Pratibha Deshmukh (2010), Urban Transport Planning & Management, SBS Publishers

2. Capt. G. Ramesh Khare (2019), Management & Operation Of Container Terminals & Multi-Modal Transport Logistics, Sterling Book House
3. Michel Savy, June Burnham (2011), Freight Transport and the Modern Economy, Routledge Chapman and Hall
4. David Lowe (2005), Intermodal Freight Transport, Elsevier Butterworth Heinemann
5. Nagabhushana Rao S (2017), Transportation Management, New Delhi: Nidhi Book Centre.
6. Kunaka Carruthers (2014), Trade and Transport corridor management, World Bank Publications.
7. Tolga Bektas(2019), Freight Transport and Distribution: Concepts and Optimisation Models , CRC Press, 1st Edition

21MS3070	INTERNATIONAL LOGISTICS	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Explore the crux of international logistics;
2. Showcase the nitty-gritty of modes of international transportation; and
3. Present the various risks involved in all modes of transportation.

Course outcomes:

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

1. Define the basic inputs of international logistics.
2. Explain the feasibility of decisions in relation to the selection of modes of transportation, and
3. Classify the issues related to fixing the precise INCOTERMS for the consignment.
4. Examine the process of decision-making and problem solving, specifically with regard to how world environments shape the conduct of international business.
5. Recommend the basic concepts and terminology needed to understand and perform basic logistics and trade operations services.
6. Construct the timely movement of raw materials, parts, and supplies into and through the firm.

Module 1: Basics of International Logistics (10 Hours)

Definition, Concept, and importance – Modes of International Transportation – Logistics sub systems – Modal Characteristics – International Logistics Intermediaries – Transport Cost Characteristics.

Module 2: Warehousing and Material Handling (10 Hours)

Introduction to warehousing and Material Handling – Evolution – importance and benefits – Operating Principles – Managing Warehouse Resources – Material Handling Equipment - Automated Material Handling – Order Selection Systems – Information Directed System.

Module 3: Containerization and Chartering (10 Hours)

Genesis of Containerisation – Classification of Containers – Benefits and Constraints – Inland Container Depot (ICD) and Container Freight Station (CFS) – Container Corporation of India (CONCOR) – Chartering – Charter Party – Arbitration related to Charter party – Containers for Air cargo

Module 4: Inventory Management and Packaging (10 Hours)

Introduction to Inventory Management – Characteristics – Functionalities – components – Packaging and Packing – Functions – Designs – Kinds of Packaging – Packing for Transportation – Markings on packing – Types of Markings – Features of Markings

Module 5: Documentation (10 Hours)

Terms of Sales – INCO Terms – Documents used in International Business – Electronic Data Interchange (EDI) – Artificial Intelligence and Expert Systems in Export Import Documentation

Module 6: Key Impact of Industry 4.0 on International Logistics (10 Hours)

Electronic Data Interchange (EDI) – Geographic Positioning System (GPS) – Enterprise Resource Planning (ERP) – Distribution Requirement Planning (DRP) – Radio Frequency Identification (RFID) –Voice Recognition Technology (VRT) – Automated Guided Vehicle System (AGVS) – Automated Inventory Tracking System (AITS).

Activity for Students: Vehicle Scheduling and Routing – Usage of GPS in locating the cargo and vehicle – Creating Transport Management Systems.

References:

1. Ram Singh (2015), International Trade Logistics, Oxford University Press
2. S.Sudalaimuthu and S. Anthony Raj (2015), Logistics Management for International Business: Text and Cases (2nd Revised Ed), New Delhi: Prentice Hall India Limited.
3. Ganapathy and Nandhi (2015), Logistics Management, Oxford University Press
4. Pierre A. David and Richard D Stewart (2010), International Logistics: Management of International Operations (3rd Edition), Cengage Learning Custom Publishing.
5. Branch A E (2008), Global Supply Chain Management and International Logistics (1st Edition), New Delhi: ANE Books
6. Faustino Taderera (2010), Principles and Practice of International Logistics: Supply Chain, Shipping, Warehousing, LAP-Lambert Academic Publishing.
7. T. C. Edwin Cheng and Tsan-Ming Choi (2012), Innovative Quick Response Programs in Logistics and Supply Chain Management (International Handbooks on Information Systems), Springer.

21MS3071	REVERSE LOGISTICS	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Provide an understanding of the basic concepts in contract logistics;
2. Offer a broader view of reverse logistics; and
3. Cultivate the importance of delivering logistics services.

Course outcomes:

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

1. Locate the skills of fixing the contract logistics for their organization.
2. Explain the concept of outsourcing the logistics activities, and
3. Illustrate the possibilities of addressing delivery related issues.
4. Categorize how sustainability issues are affecting the decisions made in logistics.
5. Prioritize how evolution of contract logistics is the best solution for managing the growing international flow of goods.
6. Synthesize, implement, and manage effective and sustainable returns operations, increase revenue and reduce costs, and create value for your company and customers.

Module 1: Closed Loop Supply Chain (CLSC) and Reverse Logistics (RL) (10 Hours)

Introduction – Services attached to Closed Loop supply chain and Reverse Logistics – RL and CLSC Models – Independent reverse logistics process - Typical high-tech closed loop Supply Chain – Strategic Issues

Module 2: CLCS / RL Business (10 Hours)

Introduction – Life Cycle Management – Relationship between product installed base and service costs –Product Failure rate – Trends and Opportunities – Comparison of Consumer, Industrial and Commercial off-the-Shelf (ICOTS) – Direct Vs Reverse Logistics – General Segments of RL service business – Key characteristics of Major RL segments

Module 3: Market for CLSC and RL services (10 Hours)

CLSC / RL market segments – key trends – reasons for using RL and Repair services – General Characteristics of CLSC/ RL – The structure, size, dimensions and forecast of the market – Depot Repair and Value Added Services –Operating Dynamics of the market

Module 4: Management of High-Tech CLSC and RL (10 Hours)

Introduction – Call Management Process – CLSC/RL Strategy – factors affecting the efficiency – advanced forecasting mechanisms – control mechanisms

Module 5: Managing Consumer Goods Reverse Logistics (10 Hours)

Introduction – Structure – Distributor and Retailer of consumer goods – Consumer goods return rate – Issues related to Consumer Goods returns – Depot repair and its role

Module 6: Key impact of Industry 4.0 on Reverse Logistics (10 Hours)

Internet of Things (IoT) – Additive Manufacturing – Cloud for RL – Artificial Intelligence – Block Chain – RFID -Asset Tracking Efficiencies – Forecasting – Connected Fleets – Recycling – Improved Order Processing

and Inventory Practices

Activity for Students: Product Return reasons for Consumer Goods and Industrial Goods – Cost workout of Recycling and Re-Engineering of returned cargoes

References:

1. Harold Dyckhoff, Richard Lackes (2003), Supply Chain Management and Reverse Logistics, Springer India
2. Robert Gordon (2016), Contracting, Logistics, Reverse Logistics: The Project, Program and Portfolio Approach, Westphalia Press
3. Rommert Dekker, Moritz Fleischmann, Karl Inderfurth (2010), Reverse Logistics: Quantitative Models for Closed-Loop supply chains, Springer Publishing, 2010
4. Janina Bohling (2013), Outsourcing and Third Party Logistics, Grin Verlag Publishers.
5. Jerry Davis and Curtis Greve (2012), An Executive guide to Reverse Logistics: How to find hidden profits by managing returns, Greve Davis Publishing
6. Van Wassenhove, Wassenhove Inderfurth, Fleischmann Dekker (2010), Reverse Logistics, Springer Publications
7. Janina Bohling (2013), Outsourcing and Third Party Logistics, Grin Publishing

21MS3072	SUPPLY CHAIN MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Provide an understanding of the fundamental concepts in Supply Chain;
2. Provide a platform to evolve a successful supply chain performance; and
3. Offer the ways of forecasting to enhance Supply Chain planning.

Course outcomes:

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

1. Describe the basics of logistics management for the efficiency in performance.
2. Restate the exploring global logistics market.
3. Classify the fundamental supply chain management concepts.
4. Examine and manage an effective supply chain.
5. Justify the management of a supply chain with corporate goals and strategies.
6. Plan and improve supply chain processes.

Module 1: Basics of Supply Chain Management (SCM) (10 Hours)

Introduction – Process Mapping – Acquisition Costs – Possession Costs – Application Costs – Inspection Costs – Internal /External Failure Costs – things beyond Supply Chain.

Module 2: Developing SCM Strategy (10 Hours)

Introduction–Fitting vision and mission of an organization – need forecast – Aggregate planning and Integrated processes – Make or Buy decision – Capacity Decisions – Make decision drivers – Buy decision drivers -

Module 3: SCM Supplier (10 Hours)

Introduction – Supplier Identification and Evaluation – Selection of a Supplier – Building relationship

Module 4: Supplier Quality Systems (10 Hours)

Introduction – QS Surveys – Visits and Continuous improvements – Supplier Scorecards and measures – Issues related to QS

Module 5: Quality tools to Customers and Suppliers (10 Hours)

Introduction – Scatter Diagrams – Histogram – Tally Sheets – Pareto Analysis – Cause and Effect Diagram – Control Chart – Why-Why diagrams – Applications of MRP, ERP, CRM, CPFR

Module 6: Key impact of Industry 4.0 on Supply Chain Management (10 Hours)

Supplier Management –Smart Factories – Supplier Management – Supply Network using AI – Data backed decision making – ‘Intelligent’ Supply Chain

Activity for Students: Assessing costs involved in Supply Chain – Preparing questionnaire for QS Survey – Preparing Charts

References:

1. Shah Janat (2016), Supply Chain Management: Text and Cases (2e), Pearson Education
2. Vinod V Sople (2011), Supply Chain Management: Text and Cases (1e), Pearson Education
3. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation (2015) 6th Edition Pearson Education Limited
4. Ling Li and Ling Li (2007), Supply Chain management: Techniques and practices – Enhancing the value through Collaboration, World Scientific Publishing company.
5. Robert Monczka, Robert Trent and Robert Handfield (2007), Purchasing and Supply Chain Management, International Edition: South-Western Publishing, Thomson Learning Inc.
6. Rahul V Altekhar (2009), Supply Chain Management: Concepts and cases (1st Edition), New Delhi: Prentice Hall India Pvt Ltd.
7. Janat Shah (2016), Supply Chain Management 2/e: Text and Cases, Pearson Education India.

21MS3073	MATERIALS AND INVENTORY MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Provide an understanding of the basic concepts in Materials and inventory management
2. Give an insight about the cost aspects of Inventorying; and
3. Provide an overview of the inventory control system.

Course outcomes:

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

1. Describe the flow of materials and services throughout an organization's production process, from order placement to product delivery;
2. Discuss the skills in Managing Materials and Inventory system.
3. Illustrate Materials and inventory safety stock options.
4. Investigate the successful inventory management methods.
5. Justify the optimal processes to both satisfy customers and maximize company profits
6. Equip with latest tools and techniques of materials management

Module 1: Basics of Materials Management (10 Hours)

Introduction – Supply Chain metrics – Production Planning Systems: Manufacturing planning and control systems – Sales and Operations Planning – Manufacturing Resource Planning – ERP – Making Production Plan

Module 2: Master Scheduling (10 Hours)

Introduction – Relationship to Production Plan – Developing Master Production Schedule – Production Planning – Master Scheduling and Sales Planning

Module 3: Materials Requirements Planning (MRP) (10 Hours)

Introduction – Bills of Materials – Materials Requirement Planning Process – Using MRP effectively

Module 4: Capacity Management (10 Hours)

Introduction – Capacity Planning – Capacity Requirement Planning (CRP) – Capacity Available – Capacity Required – Scheduling Orders – Making the plan – Demand Forecasting

Module 5: Inventory Management Fundamentals (10 Hours)

Introduction – Aggregate Inventory Management – Functions and objectives of Inventories – Order Quantities – Types of Inventory – Inventory Techniques – Inventory Control System

Module 6: Key impact of Industry 4.0 on Materials and Inventory Management (10 Hours)

Inventory level efficiency – Lead times – Agile Supply Chains – Physical and Cloud Integration

Activity for Students: Prepare MS, MRP and CRP – EOQ – LIFO – HIFO – FIFO – GOLF - VED

References:

1. N. Chapman Stephen, Arnold J. R. Tony, et al. (2017), Introduction to Materials Management, Pearson Education
2. Radoslaw Sliwka (2019), Inventory Management Fundamentals: A handbook of inventory management techniques (1e), Smart Project Publisher
3. S.N. Chary (2009), Production and Operations Management, Tata McGraw-Hill Education.

4. Richard J. Tersine (1993), Principles of Inventory and Materials Management (4th Edition), Pearson Limited
5. Gopalakrishnan (2009), Materials Management (1st Edition), New Delhi: PHI Learning Pvt Ltd.,
6. A.K. Datta (2009), Materials Management: Procedures, Text and cases (2nd Edition), New Delhi: PHI Learning Pvt Ltd.,
7. John W. Toomey (2000), Inventory Management: Principles, concepts and Techniques (Materials Management Logistics series), London: Springer – Verlag GmbH.

21MS3074	PURCHASING AND STRATEGIC SOURCING	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Offer a broader outlook on purchasing function;
2. Figure out the possibilities of strategic outsourcing through conceptual analysis; and
3. Provide an overview of the Strategic outsourcing quality.

Course outcomes:

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

1. Describe the purchasing operations and its structure;
2. Explain the possibilities of effective strategic outsourcing analysis; and
3. Classify the quality of strategic outsourcing and its process.
4. Identify requests for proposals, quotations and tenders, including e-procurement.
5. Prioritize a wide variety of strategic sourcing and procurement tools and techniques.
6. Synthesize risk analysis and evaluate submissions

Module 1: Purchase Operations and Structure (10 Hours)

Introduction – The purchase process – Purchasing policy and procedures – Supply Management Integration for competitive advantage – Purchasing and Supply Chain Organisation

Module 2: Strategic Sourcing (10 Hours)

Introduction – Supply Management and Commodity Strategy Development – Supplier Evaluation and Selection – Supplier Quality Management – Supplier Management and Development – Worldwide Sourcing

Module 3: Strategic Sourcing Process (10 Hours)

Introduction – Strategic Cost Management – Purchasing and Supply Chain Analysis: Tools and Techniques – Negotiation – Contract Management – Purchasing law and ethics

Module 4: Critical Supply Chain Elements (10 Hours)

Introduction – Lean Supply Chain Management – Purchasing services – SC Information Systems and Electronic sourcing – Performance Measurement and Evaluation

Module 5: Purchasing and Supply Chain Trends (10 Hours)

Introduction – Strategic Importance -Outsourcing of Non-Core Competencies - Developing and Managing Suppliers - Improving Supplier Relationships - Designing and Operating Multiple Supply Networks to Meet Customer Requirements

Module 6: Key impact of Industry 4.0 on Purchasing and Outsourcing (10 Hours)

Digital Transaction -E-Procurement –Client integration –AI based product performance and Life Cycle Management

Activity for Students: Strategic outsourcing analysis, Supplier evaluation and selection, tools and techniques of purchasing analysis, negotiation and contract management.

References:

1. W.C. Benton (2015), Purchasing and Supply Chain Management, McGrawHill Education
2. P. Gopala Krishnan (2017), Purchasing and Materials Management (1e), New Delhi: McGraw Hill Education (India) Pvt Ltd
3. Patidar Jeet (2011), Purchasing and Materials Management (2nd Edition), New Delhi: S. Chand and Company
4. Sarika Kulkarni (2011), Purchasing and Inventory Management (1st Edition), Shroff Publications.
5. Mohsen Shirani (2012), Strategic Outsourcing, LAP-Lambert Academic Publishing.

6. Folinas (2012), Outsourcing Management for Supply chain Operations and logistics services, Information Science Reference.
7. Douglas Smock, Robert Rudzki, Stephen Rogers (2007), On-Demand Supply Management: World-Class Strategies, Practices and Technology Hardcover, J Ross Publishing.

21MS3075	ENTERPRISE RESOURCE PLANNING	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Make students understand the systems which integrate internal and external management information across an entire organization.
2. Understand the nuances of ERP
3. Know the advantages and the future prospects of ERP

Course outcomes:

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

1. Describe the ERP models and information flows underlying the ERP software.
2. Discuss how integration works in an enterprise system, and the linkages with organizational processes.
3. Examine the basic principles and issues behind the ERP system design and configuration.
4. Identify the issues involved in ERP implementation.
5. Assess the benefits, risks and people behind ERP product.
6. Construct the integration of various business modules in ERP.

Module 1: Fundamentals of ERP (10 Hours)

The Evolution of Information Systems - ERP Software Emerges: SAP and R/3ERP for Midsized and Smaller Companies - Choosing Consultants and Vendors - The Significance and Benefits of ERP Software and Systems

Module 2: ERP and Business (10 Hours)

Business Process Reengineering, Data Warehousing, Data Mining, Product Life cycle Management. ERP Implementation Life cycle

Module 3: ERP Implementation (10 Hours)

Implementation methodologies, ERP project teams, Process definition, Vendors and Consultants, contracts with vendors and consultants, Data migration, Project management and Monitoring, Success and failure factors of an ERP implementation

Module 4: ERP Modules (10 Hours)

Business Modules of an ERP Package: Finance, Manufacturing, Human Resources. Business Modules of an ERP Package: Plant Maintenance, Materials Management, Quality Management, Marketing, Sales, Distribution and services.

Module 5: ERP Vendors (10 Hours)

The various companies which supply ERP products: SAP, Oracle, Peoplesoft, JD Edwards- ERP and the internet - Future Directions trends in ERP

Module 6: Key impact of Industry 4.0 on ERP (10 Hours)

Data Utilisation – Data Integration - Data Interpretation – Data Security – Ethical Practices of Data Ownership and maintenance

Activity for Students: Creating Master database in ERP, designing user interface screen for HR activities, Preparing process flowcharts for inventory management, Finance and sales, SOHO online business modules

References:

1. Leon,A.(2019). Enterprise Resource Planning Demystified (4th Edn.),Tata McGraw Hill:India
2. Rajesh Ray (2017), Enterprise Resource Planning (1e), McGraw Hill Education
3. Leon,A.(2003) Enterprise Resource Planning Demystified (3rd Edn.),Tata McGraw Hill:India
4. Murthy,C.S.V.(2006), Enterprise Resource Planning (2nd Edn.),Cengage learning : Delhi
5. Sadagopan,S.(2006) Enterprise Resource Planning (2nd Edn.),Cengage learning : Delhi
6. Monk,K.(2007) Enterprise Resource Planning (1st Edn.),Cengage Learning:New Delhi
7. Vinod,G.K, Venkatakrishna,N. K.(2006) Enterprise Resource Planning (2nd Edn.),Concepts and Practices Cengage learning : Delhi

21MS3076	DIGITAL MARKETING	L	T	P	C
		0	0	4	2

Course objectives

Equip the students to:

1. To impart the knowledge on the fundamentals of Digital Marketing.
2. To enable them to create, measure and make decisions on Digital Marketing Strategies
3. To understand the impact of Digital Marketing initiatives by providing insights into social analytics, metrics, and measurements for making better decisions

Course Outcomes

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

1. Understand and acquire skills in Digital Marketing strategies.
2. Develop functional skills to analyze various tools in Digital Marketing.
3. Analyze and audit existing digital and search engine marketing tools used by organizations
4. Evaluate and Optimize websites for search engine optimization
5. Create of campaigns, managing and monitoring
6. Develop learnings and take decisions concerning appropriate DM tools.

Course Description

12 experiments will be conducted on the topics listed below:

1. Lead segmentation for campaign nurturing
2. Campaign Creation
3. Analysis of modes
4. DM Tools application
5. Evaluation
6. Optimisation

21MS3077	MARKETING APPLICATIONS OF ARTIFICIAL INTELLIGENCE AND AUGMENTED REALITY	L	T	P	C
		0	0	4	2

Course objectives

Equip the students to:

1. Practice python for Marketing Data Analytics
2. Build & demonstrate AR for Retail, Healthcare and Real Estate Industries
3. Perform Prediction techniques using AI

Course Outcomes

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

1. Understand efficacy of hands-on practice with python basics, NumPy and Pandas
2. Apply effectively build models using scikit-learn
3. Analyze customer lifetime value prediction
4. Examine performance metrics in Marketing base analysis
5. Analyze classification models
6. Develop models of data analysis using different machine learning technique

Course Description

12 experiments will be conducted on the topics listed below:

1. Lifetime value prediction using AI
2. Churn rate prediction
3. Bias-Variance Tradeoff
4. Decision Tree-Based Models
5. Boosting or Mart
6. Boosted Decision Trees in Marketing
7. AR In Marketing

References:

1. W McKinney, "Python for Data Analysis"

2. Andreas C Muller, Sarah Guido, "Introduction to machine learning with Python"
3. Seagran, "Programming collective intelligence"
4. Python Machine Learning: Machine Learning and Deep Learning with Python, scikit-learn, and Tensor Flow 2, 3rd Edition Kindle Edition
5. "Machine Learning in Action" by Peter Harrington
6. Introduction to Machine Learning with Python: A Guide for Data Scientists

21MS3078	DIGITAL AND SOCIAL MEDIA MARKETING	L	T	P	C
		3	0	0	3

Course objectives

Equip the students to:

1. To impart the knowledge on the functions of digital and social media marketing for the purpose of using the same in attracting and retaining customers.
2. To enable them to create, measure and make decisions on digital marketing strategies
3. To understand the impact of social media marketing by providing insights into social analytics, metrics, and measurements and challenges in the digital Media Mix

Course Outcomes

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

1. Understand and Acquire skills in web marketing management.
2. Examine functional skills to analyze digital media.
3. Analyze and audit existing digital and social media marketing
4. Apply Optimizing strategies in Social Media for Search Engines
5. Create blogs, podcast updating and maintenance
6. Develop skills in taking decisions concerning appropriate digital media mix.

Module 1 (9 hours)

Introduction to Digital Marketing: Nature and Scope of Digital Marketing, Evolution of Digital Marketing, Traditional versus digital marketing, Integration of Market Place from brick & mortar to virtual, Inbound and Outbound marketing, Digital Natives Vs Digital Immigrants. Digital transformation.

Module 2 (8 hours)

Social Media and Communication Mix – Benefits & Challenges – Social Media and Customer Engagement – ROC – New Role of Customers – The Social Business Eco system – REAN, RACE, Integrating Social Media with Overall Market efforts – Developing Social Media Marketing plan.

Module 3 (8 hours)

Social Media Business Blocks: Segmenting B2C Market – B2B Markets – managing the cyber social Campaign – Joining the Conversation – Lurking and Listening – Engagement with Audience – Staying Engaged – Engagement on the Social Web – Social Objects – Social graph – Social Applications – leveraging Search Engine Optimization (SEO) for Social Media – Optimizing Social Media for Search Engines.

Module 4 (8 hours)

Digital Media Mix: Blogs, Podcasts, Vlogs – Blog – Create a Podcast – Producing the Video cast – Measuring Blogging, Podcasting, Vlogging Metrics – Twitter – Twitter applications – Twitter Metrics. Digital Media Metrics: Facebook Features – Analyzing Facebook Metrics – LinkedIn – Linked in Nuts and Bolts – maximizing LinkedIn – Measuring the Results – Other Social Media Marketing Sites – Communities.

Module 5 (8 hours)

Digital Media Analytics and Measurements: Social Analytics – Quantitative Measurement – web analytics – Business Analytics – Delving into Data – Planning the Measurement Strategy – Started with Google Analytics – Comparing Metrics from different marketing techniques

Module 6 (4 hours)

Tallying the bottom line – Determining ROI – Multiplying the Impact – Integrating with public relations – Integrating with Paid Advertising – Integrating with Web site. Role of AI in Digital Marketing - MARTECH.

References:

1. Puneet Singh Bhatia, "Fundamentals of Digital Marketing, Wiley India Pvt.Ltd, New Delhi,
2. Dave Evans and Jake Mckee, "Social Media Marketing – The Next Generation of Business

- Engagement”, Wiley India Pvt. Ltd, New Delhi, 2011.
3. Jan Zimmerman and Doug Sahlin, “Social Media marketing for Dummies”, Wiley India Pvt. Ltd, New Delhi, 2012.
 4. Liana “Li”Evans, “Social Media Marketing – Strategies for Engaging Facebook, Twitter and other Social media”, Pearson Education, New Delhi, 2011.
 5. Matt bailey, “Internet Marketing”, Wiley India Pvt. Ltd, New Delhi, 2012.
 6. Hollis Thomases, “Twitter Marketing”, Wiley India Pvt. Ltd, New Delhi, 2012.

21MS3079	e CUSTOMER RELATIONSHIP MANAGEMENT	L	T	P	C
		3	0	0	3

Course objectives

Equip the students to:

1. Orient students with customer relationship strategies to build customer centric organization
2. Understand the role of CRM, its significance and process to build and manage long term relationship with customers
3. Gain knowledge on aligning information technology with business practices for better value creation and profitability.

Course Outcomes

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

1. Gain knowledge in the concept e-CRM and its role in building relationship
2. Understand as to how e-CRM can help organizations in value creation and profitability
3. Apply tools and technologies in e-CRM for building relationship
4. Analyze the effectiveness of the e-CRM technologies
5. Evaluate CRM products and the implications in its implementation
6. Create strategies pertaining to creating, maintaining and measuring customer satisfaction and loyalty.

Module 1 (9 Hours)

Customer Relationship Management: Introduction, Meaning and Definition and importance of CRM, Concept and Growth of Relationship Marketing, Customer centricity, Concept of Lifetime Customer and Customer Loyalty, Customer life time- Measuring customer life time value - Customer acquisition, retention and growth strategies.

Module 2 (8 Hours)

e-CRM – Introduction, Importance of e-CRM in Service Marketing, Challenges involved in formulating and implementing e-CRM strategies, e-CRM architecture and its components, difference between CRM & e-CRM, features of e-CRM. Five engines of e-CRM, Evolution of e-customer and e-marketing, e-CRM for personalized services

Module 3 (8 Hours)

Sales Force Automation(SFA): definition & need of SFA, barriers to successful SFA, SFA: functionality, technological aspect of SFA: data synchronization, flexibility & performance, reporting tools. Enterprise Marketing automation (EMA) : components of EMA, marketing camping, camping, planning & management, business analytic tools., EMA components (promotions, events, loyalty & retention programs), response management.

Module 4 (4 Hours)

Call Centres Mean Customer Interaction: the functionality, technological implementation, what is ACD (automatic call distribution), IVR (interactive voice response), CTI (computer telephony integration), web enabling the call centre, automated intelligent call routing, logging & monitoring.

Module 5 (8 Hours)

Implementing CRM: pre implementation, kick off meeting, requirements gathering, prototyping& detailed proposal generation, development of customization, Power User Beta Test & Data import, training, roll out & system hand off, ongoing support. system optimization and follow up.

Module 6 (8 Hours)

Introduction to ASP (application service provider); who are ASP’s, their role & function, advantage & disadvantage of implementing ASP.

References:

1. Anjali Kaushik M P Jaiswal, E- Crm : Business & System Frontiers 2002, Asian Books (p) Ltd.
2. MadhaviGarikaparthie, CRM-Concepts & Cases, Icfai University Press
3. Dyché J, (2002), The CRM Handbook, Pearson Education, New Delhi.
4. CRM at the speed of light by Paul Greenberg, YMH 2nd edition.
5. Baran, Galka, Strunk (2008), Customer Relationship Management, Thomson South – Western.
6. Sheth J N., Parvatiar A, Shainesh G, (2001). Customer Relationship Management – Emerging Concepts, Tools and Applications, Tata McGraw Hill, New Delhi
7. Prasad Gadkari, E-Marketing for Beginners (2014), Arizona Business Alliance

21MS3080	AFFILIATE MARKETING	L	T	P	C
		3	0	0	3

Course objectives

Equip the students to:

1. Orienting on the process of enrollment for affiliate marketing,
2. Gain insights about affiliate marketing platforms
3. Knowledge to gain maximum returns from affiliate marketing.

Course Outcomes

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

1. Understand the principles, benefits and pitfalls of affiliate marketing
2. Analyse which types of affiliates are best for your business
3. Apply an effective affiliate marketing strategy
4. Examine and evaluate your affiliate marketing program
5. Develop and Integrate affiliate marketing into your wider marketing activity
6. Create strategies to be affiliate marketers and gain from affiliate marketing

Module 1 Introduction to Affiliate Marketing (10 hours)

History of Affiliate Marketing-Frequently asked questions about Affiliate Marketing-The basis of Affiliate Marketing-How affiliate Marketing works-Affiliate Program payment methods-Cookies and Affiliates-Tiered Affiliate Marketing-Cross selling and up selling-Multitier marketing and commissions-List of affiliate marketing software

Module 2 Affiliate Marketing Platforms (10 hours)

marketing with Commission Junction-Affiliate Marketing with Link Share-Affiliate Marketing with One Network Direct-Affiliate Marketing with Share A Sale-Affiliate Marketing with Plimus-Affiliate Marketing with Amazon Associates-Affiliate Marketing with Flex offers-Affiliate Marketing with click bank-Affiliate Marketing with Commission Soup-Affiliate Marketing with Local affiliate Programs.

Module 3 Enrolling in an Affiliate Marketing Program (10 hours)

Signing up as an Affiliate-Logging into your affiliate account-Integrating Affiliate Links into your websites-Monitoring affiliate performance and tracking sales

Module 4 Tips and tricks to improve affiliate Marketing (5 hours)

Affiliate Links and how to deal with them-Promoting your affiliate program-Over-coming the challenges of affiliate marketing-Performing market analysis and market research-Market strategies Establishment-Affiliate Marketing and organic Search Optimization.

Module 5 Types of Affiliate Marketing (5 hours)

Search affiliates-Price comparison service website-Loyalty websites—Cause related and coupon websites-Content and niche market website- Personal weblogs and website syndicates-Email marketing and shopping directories-Registration or co-registration affiliates-Files haring affiliates

Module 6 Setting Up affiliate Marketing Program (5 hours)

How to attract affiliates-Hosting and implementing an affiliate program-Growing your Affiliate Numbers-Setting-up an affiliate program-Affiliate network service agreement-Data feeds and customer returns-Merchants/publisher management-Setting up an Affiliate Marketing Software-Affiliate program promotion and content pages-Screen affiliates-Combating affiliate fraud

References

1. Richard G., Alan C., and Rita E. 2007. Online Marketing: A Customer-Led Approach. New York: Oxford University Press Inc., 7
2. Martyn, M. 2009. An introduction to Internet marketing and planning. Billy Fire LLC, 14
3. Hourigan, M. 2013. History of Affiliate Marketing [INFOGRAPHIC].Shoe boxed
4. Heitzman, A. 2011. 7, Best Affiliate Marketing Promotional Methods. Higher Visibility.
5. Duffy, D. L. 2005. Affiliate Marketing and its impact on e-commerce. Emergence, Asheville, North Carolina, USA: Journal of Consumer marketing, 161-163.
6. Donna L. H., Thomas P. N. 2000. How to acquire customers on the web.s.l: Harvard Business Review, 2000.
7. Collins, S. 2000. History of Affiliate Marketing. Click Z.

21MS3081	SEARCH ENGINE MARKETING	L	T	P	C
		3	0	0	3

Course objectives

Equip the students to:

1. Impart the knowledge on the functions of Search Engine Marketing.
2. Enable them to create, measure and make decisions on search engine marketing strategies
3. Understand the impact of social media marketing by providing insights into social analytics, metrics, and measurements and challenges in the digital Media Mix

Course Outcomes

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

1. Understand and Acquire skills in search engine marketing management.
2. Apply functional skills to analyze various tools in SEM.
3. Analyze and audit existing digital and search engine marketing tools used by organizations
4. Examine Optimizing SEM campaigns for search engine optimization
5. Create campaigns, manage and monitor execution
6. Develop skill to take decisions concerning appropriate SEM tools applied.

Module 1 (9 Hours)

Search Engine Marketing Overview. Understanding Google search - Search Engine Market share and search engine advertising - Rule-based personalization of marketing at internet scale - Overview of Google AdWords, Microsoft AdCenter, and Yahoo Search Marketing

Module 2 (8 Hours)

Pay Per Click Overview and Strategizing PPC Campaigns. PPC definition and it's functioning - Important Terms – Quality Score, Conversion Rate, ROI, etc.- Quality Score Overview - Setting objectives, goals & expectations - Actionable metrics for performance measurements - Effective segmentation of keywords - Usage of multiple match types - Non-Overlapping Ad Groups

Module 3 (8 Hours)

Setting up Google Ad words and Google AdWords Structure - Google AdWords account setting - Billing setting, preferences, bulk operations, etc. - Google Ad words account structure - Account, campaign, Ad group -Google Ad types- search ads, Display Ads, Video ads - Keywords and Matching type - Broad Match, phrase match, exact match, negative keywords

Module 4 (8 Hours)

Bidding and Budgeting Management Plan - Understanding how bidding works - clicks, conversion, Impressions - Understand Bidding strategy - Ad group bid, keyword bid, strategy - Manual vs Automated Bid Management - Different bid management features like CPA bidding, position preference, etc.

Module 5 (8 Hours)

Campaign Management - Overview of campaign Management tools - Google Analytics, Hootsuite, Hubspot - Creating a Campaign and Campaign Types - Setting goals and objectives, Define Performance Metrics - Optimizing The Campaign - Campaign Tracking and A/B Testing.

Module 6 (4 Hours)

SEM Strategy and opportunities -Establish a Plan and highlighting goals - Analyzing efficiency of SEM strategy-

visits, CTR, ROI, conversions - Re-marketing

References

1. Anne F. Kennedy, (2014), Global Search Engine Marketing, Pearson Education;
2. Andreas Ramos, Stephanie Cota, (2008) Search Engine Marketing, McGraw-Hill Education;
3. Puneet Singh Bhatia, "Fundamentals of Digital Marketing, Wiley India Pvt. Ltd, New Delhi,
4. Mike Moran, Bill Hunt, "Search Engine Marketing, Inc.: Driving Search Traffic to Your Company's Website", IBM Press, Pearson Publications.
5. Dave Evans and Jake Mckee, "Social Media Marketing – The Next Generation of Business Engagement", Wiley India pvt. Ltd, New Delhi, 2011.
6. Jan Zimmerman and Doug Sahlin, "Social Media marketing for Dummies", Wiley India Pvt. Ltd, New Delhi, 2012.
7. George Pain (2019) Marketing Automation and Online Marketing: Automate Your Business through Marketing Best Practices such as Email Marketing and Search Engine Optimization by George Pain.

21MS3082	PRODUCT AND BRAND STRATEGIES	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Provide an overview of product development
2. Determine the various aspects of brand building
3. Examine product and branding strategies applied in current business context

Course Outcomes

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

1. Examine strategies on product assortment decisions
2. Understand the New Product development process
3. Analyse the crux of Concept testing procedures
4. Apply strategic courses available before a brand manager
5. Develop the premises for Brand building leading to Brand Equity
6. Create bases for Global Branding framework

Module 1 (10 hours)

Introduction to Product - Product concepts – Product classification – Product levels - Product mix - New product's success and failures - New product development process

Module 2 (10 hours)

New Product Strategies - Attribute listing, Focus group, Perceptual maps, Focus Group Interview, Monadic ratings, Paired Comparison tests, Sequential Monadic, Conjoint analysis - Test Marketing

Module 3 (10 hours)

Product Management - Product launch - Diffusion of innovation and adoption process - PMA for selected products in consumer goods and industrial goods categories

Module 4 (10 hours)

Brand Concepts - Meaning and types – Brand platform - Brand image, Brand associations, Brand identity, Brand Personality, Brand relationship, Brand hierarchy – Brand value - Brand building – brand building for consumer durables, services, corporate

Module 5 (10 hours)

Branding Strategies - Brand knowledge - Brand naming strategies - Brand positioning, Brand repositioning – brand leveraging - Brand equity and measurement methods - Brand Extension – Cobranding – Global Branding - Brand Loyalty

Module 6 (10 hours)

New Product Planning real time work - Morphological analysis training – Market Testing - Brand workshop - Brand Manager Role Play - Brand failure stories

References:

1. Keller, K.L. (2003). Strategic Brand Management, 3e, PHI, New Delhi.
2. Crawford and Benedetto (2004) . New Product Management, 2e, Tata McGraw Hill, New Delhi

3. Kapferer, J.N. (2008), Strategic Brand Management, 5e, Kogan Page, UK.
4. Verma, H (2002). Brand Management, 2e, Excel books, New Delhi,
5. Anandan.C., (2008). Product Management, Vijay Nicole, Chennai.
6. Ramesh Kumar (2012) Brand Management Cases, PHI

21MS3083	CONSUMER BEHAVIOUR INSIGHTS	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Orient the participants towards the consumer decision premise
2. Familiarize the various models involved in purchase decision making of customers.
3. Learn different aspects of the environment influences consumer behaviour

Course Outcomes

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

1. Understand and Gain insight into the factors influencing consumer decision process.
2. Analyse the dynamics involved in determining the behavior of consumer in respect of purchase decision.
3. Apply strategies relating to Consumer purchases in Group setting
4. Examine strategies relating to Consumer purchases from Psychological perspectives
5. Develop appropriate marketing strategies for different segments of consumers
6. Create mapping for Consumer insights and concomitant strategies

Module 1 (10 hours)

Consumer Behaviour - Importance – Evolution – Underlying Principles – Methods of studying Consumer Behaviour – Role of Consumer Behaviour in Marketing - Consumer driven Marketing Strategy.

Module 2 (10 hours)

Consumer Decision Process (CDP) - Model – Stages – Factors influencing CDP - Pre-purchase process – Need Recognition: Its importance – Factors Triggering need recognitions – Search: internal vs. external search – its importance – amount of search.

Module 3 (10 hours)

Determining Alternatives: Constructing the consideration set – Evaluation of Alternatives: Pre-existing Vs New Evaluator – Process involved in Constructing evaluations – Compensatory Vs. Non-compensatory Evaluation Strategies. Purchase Outcome - Fully planned, partially planned, unplanned purchases – Purchasing in the Retail Store – Need to shop – retail image – Determinants of consumer store choice – Determinants of in-store Consumer Behaviour – Types of Impulse Purchasing - Purchasing in the E – Commerce form - Post purchase process – Consumption Behaviors and consumption experience - Post Consumption insights.

Module 4 (10 hours)

Influencing Factors - Opinion leadership scale – Types – Word of mouth Communication – Family – Family Life Cycle in Consumer Behaviour – Couples' Sex Role orientation and its impact of family decisions – Diffusion of innovations. Personal Factors - Consumer Personality – Values and Life – stages – their Measurement – Consumer Motivation – Consumer Attitudes – Fishbein Multi-attribute Attitude Model – Ideal Point – types of Needs – Impact of Culture and Subculture – Social Class, Finding the difference between consumer and customer in local market

Module 5 (10 hours)

Responsibilities of consumers; Consumer decision making – various levels; Making use of any one model depending on the availability of data; A study on consumption behavior and social surroundings; Motivation process and a study of various personalities

Module 6 (10 hrs)

Customer relationship management with perceptual interpretation; Message structure and presentation; Dynamics of Status Consumption; Nationality sub-cultures and religious sub-cultures; Types of reference groups and traditional family life cycle; Post-purchase process and customer satisfaction

References:

1. Loudon, David L. and Della Bitta, Albert J. (2002). Consumer Behaviour. 6e, Tata McGraw-Hill.
2. Leon G. Schiffman, Leslie Lazer Kanub and S. Ramesh Kumar, Consumer Behaviour, 10th edition,

Pearson Education.

3. Solomon, Michel R. (2003) Consumer Behaviour. 3e, Prentice Hall International, USA.
4. Blackwell, Roger D., Miniard, Paul W., and Engel, James F. (2001) 2e, Consumer Behaviour. Thomson South – Western. Singapore.
5. Kardes, Frasn R. (2002). Consumer Behaviour and Managerial Decision Making. Prentice – Hall India Pvt. Ltd.: New Delhi.
6. Barry Berman, Joel R. Evans, Patrali Chatterjee, RituSrivatsava (2018). Retail Management – A Strategic Approach, Pearson Education

21MS3084	MARKETING ANALYTICS	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Impart in-depth knowledge in different methods of analysis and intelligent decision making.
2. Marketing analytics uses important business metrics, such as ROI, marketing attribution and overall Marketing effectiveness.
3. Deliver data-driven predictions that we can use to influence the future by answering decision Oriented questions.

Course Outcomes

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

1. Understand the different methods of analytic techniques for different marketing problems.
2. Analyse quality of business decision making for better understanding of customers and Competitors.
3. Examine the prioritization of the marketing tactics and demonstration of the value marketing contributes to sales.
4. Apply laboratory experimentation in marketing
5. Develop and determine the long-term impact of marketing actions.
6. Create and interpret and review existing metrics and to recommend additional metrics for tracking.

Module 1: Marketing Analytics overview (10 hours)

Introduction to marketing analytics - Basics of a statistical software package-Pricing analytics - Forecasting and New product analysis-Promotion Analytics - Measuring the effectiveness of Advertising - Customer Valuation - Segmentation and targeting through customer analytics.

Module 2: Laboratory Experimentation in Marketing (10 hours)

Laboratory experimentation in Marketing-The Nature of Experiments-Choosing between Laboratory and field experiments-Testing a theory-Testing an intervention-Establishing a phenomenon and its Magnitude-Designing a lab experiment-Between vs. Within-participant design-single vs. MultipleFactors-Full vs. Fractional Factorial Design-choosing dependent variable-choice/behavior-selecting a sample-Determining sample size.

Module 3: Field Experiments (10 hours)

Why a field experiment? -Decide on Unit of Randomization-Ensure No spillover and Crossover Effects-Decide on complete or Stratified Randomization-Ensure that appropriate data are collected-Interpreting results from a field experiment-what marketing contexts can use field experiments? -Broder context of Marketing-Limitations-Lack of theory-External Generalizability.

Module 4: Conjoint Analysis (10 hours)

Conjoint analysis overview-survey implementation-format-Experimental design-survey hosting-data collection-partworths estimation and inference-Ecological validity and the issue of attention-Incentive Alignment-Gamification-screening for attention-Eye tracking evidence-conclusion

Module 5: Classical Econometrics (10 hours)

Time series models for short-run and long-run marketing impact-Technical Background-Unit root testing-Are performance and marketing variables stable or evolving? -Cointegration Tests: Does long run equilibrium exist between evolving series? - VAR models: How to capture the dynamics in a system of variables?

Module 6: Case studies and Applications (10 hours)

The use of conjoint analysis in Apple & Samsung I, price premium, Use in the Trail-permanent injunction-Applications in Pharmaceutical industry-consumer surveys in trademark infringement litigation: FIJI vs. VITI

case study-Trademark infringement cases-common survey formats for measuring likelihood of consumer confusion-FIJI survey expert Assignment and findings-survey design-Criticisms.

References:

1. Wayne L.Winston (2014) Marketing Analytics : Data-Driven Techniques with Microsoft Excel: John Wiley & Sons
2. Stephen Sorger (2013)Marketing Analytics : Strategic Models and Metrics : Create Space Independent Publishing
3. Chuck Hemann and Ken BurBary (2013) Digital Marketing Analytics: Que Publishing
4. Elie Ofek (2014), –Customer Profitability and Lifetime Value, Harvard Business Review
5. Natalie Mizik,Dominique M. Hanssens (2018) Handbook of Marketing Analytics: Edward Elgar Publishing Limited.

21MS3085	SALES AND CHANNEL MANAGEMENT	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Delve into the intricacies of the rare combination of sales and channel management among marketing subjects
2. Examine the strategic channel management process
3. Impart the knowledge and skills of salesmanship

Course Outcomes

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

1. Understand the role played by sales in a business
2. Apply the skills of a manager to handle sales and sales force
3. Analyse decisions related to channel partners and channel management
4. Develop clear cut views on the avenues for successful conduct of these two crucial channels that engage with ultimate consumers
5. Examine the nuances of sales force and channel management.
6. Create the techniques of warehousing and Inventory management in a real hand scenario

Module 1 (10 hours)

Sales Management – Introduction - Sales Management an overview - Selling and Salesmanship -Personal Selling, Formulating Strategy. Managing Sales Department Relations, Distributive Network Relations. Leading, Motivating, and Controlling the Sales Force

Module 2 (10 hours)

Sales Budget, Quota, Territories, Control and Cost Analysis. International Sales Management Channel Dynamics - Introduction to Channel Structures –Design –Intermediaries and their function – Types– Criteria for Selecting – Managing Channel intermediaries – Managing Channel Relationships. Channel Management - Channel Conflicts and their Management.

Module 3 (10 hours)

Logistics Management –Physical supply and Physical Distribution in - Cost Approach – Consumer Service – Warehousing – Transportation – Inventory Management – Order Processing .

Module 4 (10 hours)

Special topics in Industrial channel management. Channel Strategies - Channel planning process, Competitive share analysis, Alliance strategies – Partnership management strategies – multiple channel management- channel audits. Setting Objective for Personal Selling, Formulating Strategy. Role and Characteristics of Effective Sales Executive

Module 5 (10 hours)

Sales force Management - Managing People – Recruitment, Selection, Training of Sales Personnel and Sales Budget

Module 6 (10 hours)

Logistics Management –Physical supply and Physical Distribution, Warehousing – Transportation – Inventory Management – Order Processing. Channel Strategies - Channel planning process.

References:

1. Cundiff & Still (2007), Sales Management, 5e, Prentice Hall, New Delhi.
2. Sales Management –Decisions, Strategies and Cases- by Richard R Still, Edward W. Cundiff and Norman A.P.Govani, Prentice Hall of India
3. Macalloy, R. (2002), Marketing Channel Management, Quorum Books, USA.
4. Kotler, P (2006). Marketing Management, 13e, PHI, 2006
5. Bovee & Thill (2006) Advertising Excellence, McGraw Hill International, USA.
6. Sunil Chopra, Peter Meindl, D.V. Kalra (2010) Supply Chain Management
7. D.K. Agarwal (2003) Text Book of Logistics – Supply Chain Management, MacMilan.

21MS3086	STRATEGIC MARKETING FOR ENTREPRENEURS	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Understand the key aspects and fundamentals of strategic plan and effective formulation of competitive strategy
2. Identify and understand the STP strategies and its role on strategic plan
3. Apply innovation in product development strategy

Course Outcomes

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

1. Understand the core of Strategic Marketing framework
2. Apply strong knowledge on strategic plan
3. Examine checklist to be prepared for marketing strategy plan.
4. Develop Basic skills required developing a depth strategic plan as Entrepreneurs
5. Analyse challenges faced by corporate in developing a successful plan
6. Create models on generic strategies and its implications for Strategic marketing

Module 1 (10 hours)

Marketing- Its role in identifying opportunity and competitive advantage: Value creation and marketing- developing and maintaining competitive advantage- changing dynamics of marketing and its environment.

Module 2 (10 hours)

Segmentation targeting and positioning : Segmentation strategy- points of differentiation- the FMCG and services STP insights.

Module 3 (10 hours)

Product Management: Product development tools – product management- new product development and launch.

Module 4 (10 hours)

Marketing strategy A: Generic and specific strategies- branding, pricing and distribution imperatives- simulation for Entrepreneurs.

Module 5 (10 hours)

Marketing strategy B : Lifetime value of customers, customer management and CRM- financial and economic implication of marketing strategy- crafting the marketing plan- staircase analysis.

Module 6 (10 hours)

Survey – FMCG Startups -services and marketing strategy; crafting a marketing plan for any Startup industry in distress

References:

1. Orville, C. Walker John W. Mullings (2014), Marketing Strategy, Tata MaGraw Hill
2. Ashok Ranchhod and Colin Gurau (2007), Marketing strategies, Pearson
3. Todd Mooradian, Kurt Matzler and Larry Ring (2011), Strategic Marketing, Prentice
4. Alexander Chemev (2011) The Marketing plan handbook, 2E, Cerebellum Press
5. Syed Saad Andaleeb, Khalid Hasan (2017), Strategic Marketing Management In Asia, Emerald Group.

21MS3087	RESEARCH FOR MARKETING DECISIONS	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Orient towards the importance of marketing research,
2. Introduce the various techniques involved in the market research
3. Determine the dimensions of the marketing problems, facilitate evaluation of the alternative solutions of different problems and help in the selection of a right course of action.

Course Outcomes

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

1. Understand an overview about research for new product development
2. Analyse as to how Carry out research in pricing, distribution and promotion realms.
3. Evaluate appropriate research approaches, preparing measurement instruments, Designing a sampling approach and sampling frame
4. Examine different techniques in Data analysis and interpretation
5. Apply market driven trends among users of market research
6. Develop models in Reporting Qualitative and Quantitative data of visualization.

Module 1 Market research overview (10 hours)

Introduction to Marketing Research – MR agencies in India – Who needs market research New roles of Market research-The effect of regional culture on the use of market research-Use of Market research in business models and frameworks-Consumer and business-business market research-Market research Process.

Module 2 Market research design (10 hours)

What is worth researching? Market research suppliers-The market research brief: a statement of the problem. opportunity-The market research proposal: the return of brief(ROB)-The information required-The accuracy-The budget-The Timetable-What to expect in a proposal (return of brief).

Module 3 Qualitative research & Quantitative research (10 hours)

What is Qualitative research? -The tools of Qualitative research-When to use Qualitative research-The uses of Qualitative Research-Desk research-Focus groups-Depth Interviewing-Observation and ethnography. Quantitative research-Determining the sample size-Tools -Uses-Analysis-Sampling and statistics-Random sampling in consumer markets-Sampling in business -business markets-Questionnaire design-different types of Questionnaires-Face-Face Interviewing-Telephone interviewing-self-completion questionnaires-online survey-Data analysis-The analysis of closed questions-Data analysis of open-ended questions-Multivariate Analysis-Qualitative data analysis-semiotics and qualitative research-Reporting

Module 4 Market research to segment market and Brand Position (10 hours)

Why use market segmentation? -Types of segmentation approach-Qualitative/Judgment -based approaches-Quantitative Methods-Embedding segmentation within a client organization-Research at the birth (and re-birth) of a brand-Researching new visual identities-Brand health monitoring-brand tracking studies-brand Positioning-Valuing brands/Brand equity.

Module 5 Market research to improve customer satisfaction & achieve optimum pricing (10 hours)

Defining customer satisfaction and loyalty-Assessing customer satisfaction and loyalty through market research-Importance of price-Equating price with value-setting price with value-Using market research to achieve optimum pricing-Researching the potential price it is possible to charge-Researching the value of different aspects of the offer-Challenges of researching price.

Module 6 Market research applications (10 hours)

Market research in market entry decision making-Testing advertising effectiveness for different industry-Market research in new product development-Trends among users of market research Problem Formulation - Field work for getting a research problem from a local firm Data collection – Field work for data collection, Data analysis - SPSS workshop

References:

1. Malhotra.M.(2008) Marketing Research and Applied Orientation, 6e, Pearson Education, India
2. Scott M. Smith, Gerald S. Albaum, Fundamentals of Marketing Research (2005),SAGE
3. Paul Hague, Julia Cupman et al (2016) Market research in Practice ,CPI group(UK)

4. David A.Reid,Richard E. Plank (2004) Fundamentals of Business Marketing Research,The Haworth Press .Inc.
5. Ashok Ranchhod and Colin Gurau (2007), Marketing strategies, Pearson
6. Alan Wilson (2014), Marketing Resesarch, Pearson (UK)

21MS3088	MARKETING COMMUNICATIONS MANAGEMENT	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Expose the students to the various dimensions of promotional mix of marketing
2. Introduce the concepts on managing advertisements and advertising media management
3. Familiarize the role of sales promotion and evaluation methods

Course Outcomes

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

1. Understand the importance of promotion mix
2. Apply their expertise on managing advertisements and media planning
3. Develop their expertise on managing advertising media
4. Examine the concepts on evaluation of advertisements and sales promotions
5. Evaluate the effectiveness of advertising, media planning and scheduling
6. Create various forms of promotions with digital advertising

Module 1 (9 Hours)

The basic concept - Process of Integrated Marketing Communications - Introduction to brand communication and value creation – Corporate Branding and Integration – DAGMAR approach- Budgeting for marketing communication – Social, Ethical and Legal issues in advertising – Ad industry and Campaign

Module 2 (8 Hours)

Message Strategy and Media Planning -IMC Plan – Creative Brief – Ad appeal – Copy writing: Print, Radio and TV – Art Direction: Design Layout and Production – Media terms – Planning Process – Media Efficiency Estimation – Indices – GRP Rating and Share

Module 3 (8 Hours)

Promotional Tools - Consumer Sales Promotion- Trade Promotion – Direct Marketing – Outdoor Marketing and Signage – Event Sponsorship – Online and Mobile Advertising-Social Media for Advertising and Promotion-Direct Marketing and Other Media – Mobile Engagement and CRM

Module 4 (8 Hours)

Public relations and Word-of-Mouth Influence and Sponsorships-Packaging, Point of Purchase Communications and Signage - Proactive and reactive PR – Opinion leaders in WOM dissemination – Perspectives on Buzz Creation

Module 5 (8 Hours)

Monitoring, Evaluation and Control - Media Planning and Scheduling of various forms of media and its management, Evaluation of Advertising, copy writing, Evaluation of Sales Promotion effectiveness, Strategies, Digital Advertising – Testing Process – Conducting research to Measure

Module 6 (4 Hours)

Digital Advertising - Digital Ad strategy – types and Design – Digital Ad Landing pages - Ad targeting - Ad pricing – Ad technologies – testing and optimization.

References:

1. Bovee, Thill, Dovel and Wood, Advertising Excellence, McGraw Hill Publication
2. Gary Vaynerchuk, Jab, Jab, Jab, Right Hook, by Harper Business, 2013.
3. Terence A Shimp, 2009, Integrated Marketing Communications in Advertising and Promotion, Cengage Publication
4. George Belch and Michael Belch, Advertising and Promotion: An IMC Perspective, Tata McGraw Hill, 11th edition
5. O'guinn, Allen and Semenik, Advertising and Integrated Brand Promotion, Cengage Publication, 8th edition

6. Alan D Souza, Kruti Shah, 2008, Advertising and Promotion: An INC Perspective, TMH
7. Russ Henneberry, 'Digital Marketing For Dummies (For Dummies (Business & Personal Finance))' For Dummies, 2017.

21MS3089	ADVANCED MARKETING OF SERVICES	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Orient towards the fundamental principles and concepts of Services Marketing
2. Identify the underlying services development
3. Examine service communication and delivery procedures in conjunction with advances in this realm.

Course Outcomes

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

1. Understand the framework of services development
2. Analyze the nuances in service performance models building
3. Examine New Service Development Stages
4. Develop framework for analyzing the performance and managing service delivery.
5. Apply insights on Employee's roles in Service Delivery
6. Create roadmap for Customer's role in service delivery

Module 1 (10 hours)

Understanding Services - Services – Determinants in Services Marketing – Characteristics of Services – Development of Services sector in India – Opportunities and challenges in services marketing

Module 2 (10 hours)

Differences between Goods and Services – 7 Ps of Services. Framework for Analyzing Services - Classification schemes in Services Marketing – Lovelock's Classification of Services Systems in Services Marketing – Service Scape – Service Encounters

Module 3 (10 hours)

Service Design – New Service Development Stages — Importance of positioning in Services Marketing – Steps in developing a positioning strategy – Positioning Maps – Pricing of services.

Module 4 (10 hours)

Advanced Service Performance Models - Service Quality – Service satisfaction – Service loyalty -Service performance — Review of Scale Development for SERVQUAL, Service Satisfaction, and Service loyalty

Module 5 (10 hours)

Advances in Managing Service Delivery - Managing supply and demand - – Service Delivery through Intermediaries and Electronic Channels – Industry based Exercises.

Module 6 (10 hours)

Service Delivery through Intermediaries and Electronic Channels – Industry based Exercises
 Services Development and Positioning - Relationship marketing framework - Service Blue Printing Positioning Dimensions - SERVQUAL dimensions – Service Quality Gap Analysis - Employee's roles in Service Delivery – Customer's role in service delivery

References:

1. Christopher H. Lovelock (2009), Essentials of Service Marketing, Prentice Hall Inc.
2. Zeithaml V and Bitner M.J, (2005). Services Marketing. McGraw Hill.USA
3. Zeithaml V and Bitner M.J, (2005). Services Marketing. McGraw Hill.USA
4. Lovelock C.H. (2006). Services Marketing. Prentice Hall International, New Jersey.
5. Woodruffe H. (2002). Services Marketing. MacMillan India Ltd. New Delhi
6. Payal A. (2000). The Essence of Services marketing. New Delhi. Prentice Hall of India

21MS3090	MARKETING TO BASE OF PYRAMID CONSUMERS	L	T	P	C
		4	0	0	4

Course objectives

Equip the students to:

1. Identify nature of Base Of Pyramid(BOP) market
2. Understand the awareness if the BOP markets are Brand conscious or not
3. BOP solutions for developed market

Course Outcomes

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

1. Understand lessons for MNCs from BOP markets
2. Analyse need for new products and services in Rural segment
3. Evaluate benefits accrue to the private sector
4. Develop the ecosystem for wealth creation
5. Apply Learning on PRA approach to develop rural market
6. Create ecosystem for the base of pyramid to climb up the ladder

Module 1 (10 hours)

Definition – scope of rural marketing – concepts – components of rural markets – classification of rural markets – rural vs. urban markets - Rural marketing environment Population – occupation pattern – income generation - expenditure pattern – literacy level – infrastructure facilities – rural Credits institutions – rural retail outlets – print media in rural areas — rural demand.

Module 2 (10 hours)

Rural Consumer behavior: Consumer buying behavior models, Factors affecting Consumer Behavior, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty

Module 3 (10 hours)

Rural Marketing Segmentation – product strategies – pricing strategies – distribution strategies – promotions strategies – social marketing - Role of financial institutions, commercial banks and cooperative institutions in rural Marketing – problems and challenges in rural marketing . Marketing of agricultural produce and rural and cottage industry products –consumer and durable goods – FMCG products- health and financial services.Researching Rural Market: Sanitizing rural market, Research design- Reference frame, Research approach, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection.

Module 4 (10 hours)

The future of Rural Marketing: Introduction, Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, e-Rural Marketing

Module 5 (10 hours)

Rural marketing environment Population – occupation pattern – income generation - expenditure pattern – literacy level – infrastructure facilities – rural Credits institutions – rural retail outlets - Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation - Marketing of agricultural produce and rural and cottage industry products –consumer and durable goods – FMCG products- health and financial services. Researching Rural Market: Sanitizing rural market, Research design- Reference frame, Research approach, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection.

Module 6 (10 hours)

Understanding Poverty and the Base of the Pyramid-Consumption and marketing practices in BoP contexts: few challenges. The institutional context of BoP markets.-Conducting Marketing Research in BoP Markets - BoP Consumers. Producers-Producers and Entrepreneurs at the BoP Informal Economy-Alternative Market initiatives at BoP-Ethical issues

References:

1. C.K.Prahlad, 2006, “The Fortune at the bottom of the Pyramid”, Wharton Publishing
2. Junaid Javaid, “ The Bottom of the Pyramid: A case study on Marketing products & services”, GRIN Publishing, 2015
3. Stuart L.Hart, Fernando Casado Caneque, “Base of the Pyramid 3.0:Sustainable Development”, Greenleaf Publishing, 2015
4. Chantell Beaty, “ Marketing Research and Bottom of the Pyramid”, CreateSpace Independent Publishing, 2016
5. Marketing to the Bottom of the Pyramid: text and cases, Ramendra Singh, Business Expert press
6. Marketing Research and the Bottom of the Pyramid: A Study Analysis – Dr. Chantell Beaty, Create Space Independent Publishing

**DEPARTMENT OF
MANAGEMENT STUDIES**

LIST OF NEW COURSES (2020)

Course Code	Course Title	Credits
20MS2001	Women Empowerment	3:0:0
20MS2002	Modeling for Business Plan	2:0:0
20MS2003	Concept of Entrepreneurship	1:0:0
20MS2004	Entrepreneurship and Product Development	3:0:0
20MS3001	Accounting For Managers	3:1:0
20MS3002	Applied Law for Business	3:1:0
20MS3003	Marketing for Business	3:1:0
20MS3004	Organizational Behaviour and Management	3:1:0
20MS3005	Statistics for Business	0:0:2
20MS3006	Economics for Managers	3:0:0
20MS3007	Artificial Intelligence for Business	3:0:0
20MS3008	Business Research Methods	3:1:0
20MS3009	Business Decision Model	0:0:2
20MS3010	Corporate Strategy	3:1:0
20MS3011	Financial Management	3:1:0
20MS3012	Human Resource Management	3:1:0
20MS3013	Management Information System	3:0:0
20MS3014	Operations Management	3:1:0
20MS3015	Corporate Synthesis	0:0:1
20MS3016	Modeling for Business Plan	3:0:0
20MS3017	Leadership Lab	0:0:1
20MS3026	Logistics Concepts and Planning	4:0:0
20MS3027	Warehousing and Supply Chain Management	4:0:0
20MS3028	Freight Transport Operations Management	4:0:0
20MS3029	International Logistics	4:0:0
20MS3030	Reverse Logistics	4:0:0
20MS3031	Supply Chain Management	4:0:0
20MS3032	Materials and Inventory Management	4:0:0
20MS3033	Purchasing and Strategic Sourcing	4:0:0
20MS3034	Marketing Channel Design and Distribution Planning	4:0:0
20MS3035	Enterprise Resource Planning	4:0:0
20MS3036	Spatial Data Analytics	4:0:0
20MS3037	Port Management in Logistics	4:0:0
20MS3038	Containerization Management	4:0:0
20MS3039	Supply Chain Risk Modeling and Management	4:0:0
20MS3040	Lean Six Sigma in Logistics and Supply Chain Management	4:0:0

20MS2001	WOMEN EMPOWERMENT	L	T	P	C
		3	0	0	3

Course Objective

Equip the Students to:

1. Understand the status of women in society and measures taken for social and economic empowerment.
2. Familiarize with the state and central initiatives for women entrepreneurship towards employment opportunities.

3. Get an insight on the women's empowerment through national policy, welfare schemes and legal framework.

Course Outcome

Enable the Students to:

1. Outline the status of women in society in the changing scenario.
2. Explain the national policies for empowerment of women.
3. Make use of the entrepreneurial initiatives of the government for women's self-empowerment
4. Discuss the active role of women in politics and leadership
5. Summarize the welfare schemes and programs for women empowerment
6. Gain knowledge on the constitutional provisions and specific laws for women empowerment.

Module1: Introduction

(7 Hours)

Women Empowerment – Meaning – Definition - Position and Status of Women in India – Pre-Independence and Post- Independence – Factors and Indicators – Measures for Social and Economic Empowerment of Women – Women's movement in India.

Module 2: National Policy for Empowerment of Women

(7 Hours)

Development of Women and Children in Rural Areas (DWRCA), Indira Mahila Yojna, Balika Samriddhi Yojana, Plan of Action to Combat Sexual Exploitation of Women, Role of education in empowerment of women, Various National Commission for Women, UN Commission on status of women.

Module 3: Women and Entrepreneurship

(7 Hours)

Opportunities - State and Central Initiatives - National Institute of Entrepreneurship and small Business Development (NIESBED) – The National Small Industries Corporation Limited (NSIC) – National Bank for Agriculture and Rural Development (NABARD) - Small Industries Development Bank of India (SIDBI) – Small Industries Development Organization (SIDO) – The Indian Institute of Entrepreneurship (IIE) – District Industrial Corporation (DIC) - The Khadi and Village Industries Commission (KVIC).

Module 4: Women and Governance (8 Hours) Women in rural and urban Governance –Women's political role and Participation– Women's Reservation Bill– Women's Networking and Activism in the Digital era, Leadership Behaviour and gender inclusive leaderships.

Module 5: Women and Welfare Schemes

(8 Hours)

Mahila Samriddhi Yojana - Support to Training and Employment Programme for Women (STEP)- Employment and Income Generation-cum- Rashtriya Mahila Kosh (RMK) – Self Help Groups (SHG).

Module 6: Legal Framework for Women Empowerment

(8 Hours)

Overview on - Constitution Provision for Women, The Hindu Widow Re-Marriage Act 1856, The Indecent Representation of Women (Prohibition) Act, 1986, The Immoral Traffic (Prevention) Act, 1956, The Dowry Prohibition Act, 1961, The Sexual Harassment of Women at Workplace (Prevention Prohibition and Redressal) Act 2013, Domestic Violence Prohibition Act 2005.

Text Book:

1. Zainab Rahman (2005), Women and Society, 81-7835-431-4. (ebook)

Reference Books:

1. Neera Desai and Usha Thakkar, (2001), Women in Indian Society, National Book Trust India, New Delhi
2. B. Goswami, (2010), Indian Women in Politics, Abhishek Publications, 2010, 130 p, ISBN : 8182472860
3. D. Nagayya &S. Shahina Begum, (2012), Women Entrepreneurship and Small Enterprises in India, New Century Publication.
4. Soundrapandian, (2000), Women Entrepreneurship- Issues and Challenges, Ashish Publishing House New Delhi
5. Basu D D, (2015), Introduction to the Constitution of India, Paperback edition.
6. Anjani Kant, (2008), Women and the Law, A.P.H Publishing Corporation, New Delhi.

Websites:

http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/publication/wcms_118096.pdf
https://en.wikibooks.org/wiki/Introduction_to_Sociology/Society
https://en.wikipedia.org/wiki/Women_in_government
https://en.wikipedia.org/wiki/Women%27s_political_participation_in_India
<https://www.unwomen.org/en/csw/previous-sessions/csw61-2017>
<https://niesbud.nic.in/>
<https://www.nsic.co.in/>
<https://www.nabard.org/default.aspx>
<http://www.iitraining.org/>
https://www.startupindia.gov.in/content/sih/en/government-schemes/support_to_training_and_employment_programme.html
<https://diligentias.com/rashtriya-mahila-kosh-objectives-significances-diligent-ias/>

20MS2002	MODELING FOR BUSINESS PLAN	L	T	P	C
		2	0	0	2

Learning Objectives

After finishing the course, the students will be able

1. To develop an entrepreneurial mindset
2. To relate to practical aspects of starting a company
3. To select models for venture creation

Course Outcome

The students will be equipped to:

1. Understand the nuts and bolts of preparing a business plan.
2. Remember and implement the business/management skills.
3. Understand and evaluate complete business plan (from concept to financial forecasts).
4. Identify the tools and techniques involved in Business plan process.
5. Analyse the competitive structure and strategy development.
6. Launch a new venture company or start one an established organization.

Module: 1 SIMULATED NEW VENTURE START-UP

6 Hours

Entrepreneurial business Opportunities: Basic Learning-Simulated new venture start-up (Start-up company Business Simulation Game). Types of Entrepreneurship –Success Stories of MRF, Murgappa Group, Ramraj Cotton, Aachi Group, Nalli Silks, SHEF (StudyHall Education Foundation),Goonj, Portea Medical, Nykaa, Limeroad. Success Analysis of different types of Entrepreneurship like Social entrepreneurship, Ideapreneurship, Health Entrepreneurship-Tourism entrepreneurship-women entrepreneurship.

Module: 2 BUSINESS PLAN PRESENTATION

10 Hours

Business Plan Content-Tools &Techniques to identify/evaluate Opportunities and acquire /manage resources (eg, Mavenlink, Resource Guru ,Hub Planner)-Tools to analyse business context and risks(Brainstorm, Root cause analysis, SWOT, Risk assessment) -Analytical frameworks for understanding competitive/market dynamics-Guidelines for developing market entry strategy-Financial tools for estimating economic viability-Criteria for Making go/no-go decisions to start/approve new ventures-Understanding of financial options and frameworks -Forms of Financing, 3F's ,Angel investor, Crowd funding, Government grants & Subsidies, Venture Capital , Factoring, Debt financing Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs-Tools for maximizing market opportunities-Tools for identifying resource requirements and building capabilities-Strategies for achieving/sustaining competitive advantage.

Module: 3 RECOGNIZING OPPORTUNITY AND BUILDING BUSINESS MODELS (Case Studies) 8 Hours

Evaluating new venture opportunities – Assess (+/-) of Howard Schultz and Starbucks coffee co – Assess(+/-) of Rakuten” as a Japan new business opportunity-Cisco: Novel approach to entrepreneurial ventures-Blockbuster & Technology-Evaluate Blockbuster business model (Opportunity analysis) - Evaluate “Netflix “Opportunity /Business model(Strategy analysis)- Evaluate “Zipcar” business model (Financial analysis).

Module: 4 BUSINESS MODEL ANALYSIS 6 Hours

Business Model analysis of Entrepreneurs: Reliance Industries, TATA groups, Infosys, WIPRO, ARCELOR, AMUL, Mahindra Group, HCL group, Kanani Tubes, Rolls Royce, Mr. Sunil Bharti Mittal: Connecting –Ms. Preetha Reddy of Apollo hospitals, Ms. Mallika Srinivasan of TAFE-Choose a Successful Indian and foreign Start-up firm? Identify key success factor (KSF).

Text Books

1. Leong, Alan “Introduction to writing a Business Plan. Carnation, WA: Koyoti, 2013
2. Bangs, David. “A Crash Course on Financial Statements for Small Business Owners. Madison, WI: Entrepreneur Press, 2010

Reference Books

1. Wolk, Andrew and Kreitz, Kelley (2008) Business Planning for enduring social impact: A Social -Entrepreneurial approach to solving social problems Cambridge: Root cause
2. Harris, Hank”(2008) Business plan or strategic plan: what’s the Difference” .
3. Brinckerhoff, PeterC. (2000) Social Entrepreneurship: The art of mission-based venture Development New York: John Wiley & Sons
4. Gregory,J, Emerson, Jed and Economy, Peter, ed (2002) Enterprising Non-profits: A Toolkit for social Entrepreneurs New York: John Wiley & sons.

SAMPLE BUSINESS PLAN

https://media.wiley.com/product_ancillary/8X/07879723/DOWNLOAD/Benetech.pdf

20MS2003	CONCEPT OF ENTREPRENEURSHIP	L	T	P	C
		1	0	0	1

Course Objectives

Equip the Students to:

1. Familiarizethe participants with the concept and overview of entrepreneurship with a view to enhance entrepreneurial talent
2. Impartknowledge on the basics of entrepreneurial skills and competencies for creation of new ventures
3. Explorenew vistas of entrepreneurship in 21st century environment to generate innovative business ideas.

Course Outcome

Enable the Students to:

1. Understand and define basic terms of Entrepreneurship
2. Analyse the business environment in order to identify business opportunities,
3. Identify the elements of success of entrepreneurial ventures,
4. Evaluate the effectiveness of different entrepreneurial strategies and Models.
5. Develop the basic performance indicators of entrepreneurial activity,
6. Interpret their own business plan.

Module 1: Entrepreneurship Essentials& Models 7 Hours

Concept and overview of Entrepreneurship-Evolution and growth of Entrepreneurship in India-Role of Entrepreneurship in Economic Development. Models of Entrepreneurship-Emerging models of Corporate Entrepreneurship. Success Stories of Entrepreneurs.

Module 2: Dimensions and Emerging Trends of Entrepreneurship

8 Hours

Entrepreneurial Society-Women Entrepreneurship-Rural Entrepreneurship-Social Entrepreneurship-Entrepreneurial Potential-Emerging Trends in Entrepreneurship Development- Business Environment Opportunities-Elements of Entrepreneurial Ventures-New technology in Entrepreneurship-Evaluation of Entrepreneurship in India-Introduction to business plan.

Text Books

1. Entrepreneurship by Dr.Rajeev Roy, 2nd Edition, Oxford University Press-2011
2. Essentials of Entrepreneurship and Small Business management (5^{ed.}): Thomas W. Zimmerer, and Norman M. Scarborough. PHI

References

1. Entrepreneurship: Strategies and Resources, 3/E -: Marc Dollinger; Prentice Hall
2. Bringing New Technology to Market- Kathleen R. Allen, Prentice Hall
3. Entrepreneurship in Action, 2/E - Mary Coulter; Prentice Hall
4. Dr.Vasant Desai, "The Dynamics Of Entrepreneurial Development And Management" Himalaya Publishers, 2011

20MS2004	ENTREPRENEURSHIP AND PRODUCT DEVELOPMENT	L	T	P	C
		3	0	0	3

Course Objectives

Equip the Students to:

1. Develop an entrepreneurial mindset
2. Relate to practical aspects of starting a company
3. Impart knowledge in the design of new and innovative products

Course Outcome

Enable the Students to:

1. Remember or recognize what it takes to start an entrepreneurial endeavour
2. Interpret the critical factors involved in real-world case studies
3. Apply the lean start-up techniques to student own business idea
4. Analyse the go-to -market strategy of a start-up
5. Evaluate the action plan along student entrepreneurial journey
6. Develop product concepts, design and prototype fabrication

Module 1: Entrepreneurial & Product development

8 Hours

Concepts of Entrepreneurship and Product Development - Evolution of the concept of Entrepreneur-Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager –Types of entrepreneur-Type of Business-Use of Technology-New generations of entrepreneurship viz. Social entrepreneurship, Ideapreneurship, Health Entrepreneurship-Tourism Entrepreneurship-Women entrepreneurship. Success and failure stories of Entrepreneurs and Product development

Module 2: Creating Entrepreneurial Venture

5 Hours

Business Planning Process- Environmental Analysis - Search and Scanning Identifying problems and opportunities- Defining Business Idea- Basic Government Procedures to be complied with Entrepreneurship.

Module 3: Project Management & Resource Mobilization

8 Hours

Technical, Financial, Marketing, Personnel and Management Feasibility- Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs-Venture Capital Funding-raising funds (including Angel investor)

Module 4: Government & Organization Assistance

5 Hours

Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available

Module 5: Role of following agencies in the Entrepreneurship Development

7 Hours

District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Carry on Business (COB) licence-MSME Act Small Scale Industries-National Small Industries Corporation (NSIC)-Quality Standards with special reference to ISO. Directorate General of Supplies and Disposals (DGS& D)- Registration with DGS & D -Registration Categories-Registration Procedure.

Module:6 Product Development

12 Hours

Product Design Cycle- Identification of Customer Needs and Market Research Essentials-Concept Generation- Technology and Market Assessment- Introduction to Industrial Design and Human Factors- Estimation of Manufacturing Costs- Introduction to Business Plans- to Intellectual Property and the Patent Process- Formation of Entrepreneurial Teams

Text Books

1. Entrepreneurship: Robert D Hirsch, Michael P Peters, Dean A Shepherd. McGraw Hill
2. Thomke, Stefan, and Ashok Nimgade. "IDEO Product Development." Boston, MA: Harvard Business School Case 9-600-143, June 22, 2000.

References

1. Entrepreneurship: Theory, Process and Practice. Donald F Kurtako
2. N.P.Srinivasan&G.P.Gupta," Entrepreneurial Development ", Sultanchand&Sons.
3. P.Saravanavelu "Entrepreneurship Development ",Eskapee Publications.
4. Satish Taneja, Entrepreneur Development ", New Venture Creation.
5. Vasanth Desai " Dynamics of Entrepreneurial Development and Management Himalaya
6. Robert D.Hisrich, Michael P.Peters, " Entrepreneurship Development, Tata McGraw Hill edition.
7. Ulrich, Karl, and Steven Eppinger. Product Design and Development 3rded. New York, NY: McGraw-Hill, 2003. ISBN: 9780072471465.

20MS3001	ACCOUNTING FOR MANAGERS	L	T	P	C
		3	1	0	4

Course Objectives

Enable the students to:

1. Demonstrate the need on the requirement of Financial, Cost and Management Accounting to apply in different managerial situations
2. Bring out the modern approach of Accounting Techniques in tandem with the Global Trends
3. Analyze and Interpret Corporate results from its annual and quarterly reports

Course Outcomes

Equip the students to:

1. Remember the significance of management accounting concepts and Principles
2. Develop an Understanding on the basics of the principles and techniques of accounting
3. Apply ratio analysis on the financial statements and interpret the results to know the performance of the company.
4. Analyze the Cash flows from operating, financing and investing activities recorded in the reports of the company.
5. Evaluate Business or Product or a Unit by means of Break-even point, Marginal Costing and Budgetary Control Techniques.
6. Create the Vertical and Horizontal Model of Income Statements and Balance Sheet as per INDAS/IFRS Format

MODULE 1: Introduction to Financial Accounting

(8 Hours)

Financial Accounting Vs. Management Accounting and Financial Accounting Vs Cost Accounting – Need and Importance of Financial Accounting, Management Accounting and Cost Accounting. Accounting Concepts and Conventions – Golden Rules of Accounting, Preparation of Final Accounts

(Practical application using Accounting Software)

MODULE 2: Financial Statement Analysis

(15 Hours)

Features - Tools and Techniques - Comparative and Common Size Income Statements and Balance Sheets- Case Studies- Ratio Analysis – Types of ratios relating to Liquidity, Activity, Profitability and Leverage Ratios– Merits and Demerits of ratio analysis – Interpretation of the ratios.

MODULE 3: Fund and Cash Flow Statement

(13 Hours)

Fund flow from operations – Meaning – Difference between Fund flow and Cash flow – Preparation and Analysis of Fund Flow and Statement of Cash flows as per IND AS-7 (Practical application Using Accounting Software)

MODULE 4: Cost Accounting & Management Accounting

(12 Hours)

Cost Concepts - Classification - Methods – Cost Sheet – Marginal Costing - CVP- Break-even analysis - Cost Accounting Standards - Standard Costing – Types – Variance Analysis particularly Material and Labour Variances – Budgeting - Flexible, Fixed and Cash Budgeting and Budgetary Control Process.

MODULE 5: Financial Reporting

(5 Hours)

An overview of International Financial Reporting Standards (IFRS) and IND AS particularly in Preparation of Consolidated Financial Statements, , Inventory Valuation, Current and Non Current Assets Valuation Procedures.

MODULE 6: The Corporate Annual Reports

(7 Hours)

Read and understand the contents in the annual reports in order to suit the requirements of Listed and Unlisted Companies in India – Comparing and interpreting the results to know the growth of the company – Presentation of the annual report in the Board Meeting.

Text Books:

1. I M Pandey, 2018, “Management Accounting”, 3rd edition, Vikas Publication House Pvt. Ltd.
2. Robert Kaplan and Anthony A Atkinson, 2015, “Advanced Management Accounting”, 3rd edition, Pearson Education Pvt. Ltd., India.

References

1. Khan MY & Jain PK , 2013, “Management Accounting”, 6th edition, McGraw Hill Publications Pvt. Ltd., India
2. Jain SP & Narang KL , 2010, “Cost Accounting”, 12th edition, Kalyani Publishers, New Delhi, India
3. Ambrish Gupta, 2018, “Financial Accounting For management - An Analytical Perspective”, 6th edition, Pearson Education Pvt. Ltd.
4. Arora M N, 2016, “Cost and Management Accounting”, 3rd edition, Himalaya Publishing House Pvt. Ltd., India
5. Bhattacharya S K, John Dearden and Venkatesh S, 2004 “Accounting for Management” 3rd edition, Vikas Publishing House Pvt. Ltd., India.
6. John Hampton, 1999, “Financial Decision Making, concepts, problems and cases”, Prentice Hall Publishing Pvt. Ltd., India.

20MS3002	APPLIED LAW IN BUSINESS	L	T	P	C
		3	1	0	4

Course Objectives:

Enable the students to:

1. Develop an approach to maintain order, resolve disputes, establish generally accepted standards, and protect rights and liberties in business.
2. Understand the regulations of business contracts and regulations applicable to Companies, Consumers, Commercial Establishment and Intellectuals.
3. Establish a business practice that complies with relevant laws in an effort to maintain ethical business practices.

Course Outcomes:

Equip the students to:

1. Outline how law and regulations developed and apply in business and the economy.
2. Infer the principles of contract law to enforce the agreement of the parties.
3. Analyse and apply principles of law to generate solutions for problems faced in contractual dealings of sale, bailment, pledge, agency and bank transactions.
4. Make use of the regulations of companies' law and commercial establishment to start entrepreneurship.
5. Apply the knowledge and techniques learnt to protect rights of consumers, business innovations, and digital signatures and empower to seek government information.
6. Discuss the latest trends in business law in the contemporary world.

Module 1: Introduction to Law and Business (5 hours)

Introduction to Legal Environment - Development of Business Law in Independent India - Meaning and Nature of Law - Sources of Indian Law - Indian Legal System

Module 2: Contract Law (10 hours)

Business and Contract Law in India - Formation of Contract–Essentials of Valid Contract - Performance of Contract - Discharge of contract – Remedies for Breach of Contract - Quasi Contract

Module 3: Sale of Goods & Special Contracts (15 hours)

Sale of Goods Principles - Conditions and warranties -Transfer of Property - Remedies of Unpaid seller; Special Contracts - Bailment and Pledge; Guarantee and Indemnity; Agency-Agent- Principal. Negotiable Instruments - Relation between bank and a customer – Bouncing of Cheque.

Module 4: Indian Companies, Shop and Establishment Regulations (10 hours)

Company Law - Introduction–Incorporation of company - Prospectus and Raising of Capital – Meetings– Directors - Winding up, Corporate Ethics in Business.

Shop and Establishment Act in India; Registration Procedure and License, Commercial Establishments - Opening and Closing time, Work hours, Employment of children, young person and women, Health, Safety, Leave, Wage Payments, GST Registration Process

Module 5: Consumer Protection, IPR, ITACT & RTI (15 hours)

Formation of Consumer Protection Act - Unfair Trade Practices - Negligence and Consumer Rights – Consumer Disputes redressed agencies;

Protecting the Intellectual property of Business - Patent - Copy Right - Trademark;

Information Technology and Law; Digital Signature – Recognition of Electronics Record – Data Protection; Right to Information Act – Public Authority – Information – Procedure for requesting Information – Fees & Charges.

Module 6: Outline On Global Scenario & AI in Law (5 hours)

Contract Law for the International Business, Global Cyber Law, International Intellectual Property. Application of AI in Business Law – Contract Review, Contract Analysis, Legal Research, Litigation Predictions. Intellectual Property Search

Note: All the laws read with reference to the latest amendment.

Text Book:

1. Akhileshwar Pathak, “Legal Aspects of Business”, TATA McGraw Hill Education P Ltd, New Delhi, 4e, 2018
2. Kapoor .N.D ”Elements of Mercantile law” , Sultan Chand & Sons, New Delhi, 2014.

References

1. Anurag K Agarwal, “Business Law for Managers” , IIM Ahmedabad Book Series, 2012
2. Bansal .C.L , “Business and corporate laws”, Excel books, New Delhi, 1st edition, Reprint, 2011.
3. Ravindar Kumar, “Legal Aspects of Business’ Cengage Learning India, 2nd edition, 2011.
4. Tulsian, “Business Law”, 2nd Edition, TATA MC Graw Hill, New Delhi, 2007.
5. Goel P K, “ Business Law for Managers” , Biztantra Paperback, 2006
6. Daniel Albuquerque, “Legal Aspects of Business”, Oxford University Press, 2nd edition,2015.

20MS3003	MARKETING FOR BUSINESS	L	T	P	C
		3	1	0	4

Course Objectives:

1. To demonstrate the role of marketing and its functions in an organization.
2. To explore the relationship of marketing to other functions.
3. To develop effective marketing strategies in current Digital Era

Course Outcomes:

After completing the Course, the student will be able to

1. Identify the role of marketing functions in organization
2. Understand marketing opportunities by analyzing customers, competitors and collaborators.
3. Execute the key strategies on segmentation, targeting and positioning.
4. Analyze buyer behavior to create value for customers
5. Evaluate various Digital Marketing Tools applicable
6. Design a marketing strategy to achieve organizational objectives in current era

Module 1: Introduction to Marketing (10 Hours)

Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing, Marketing v/s Selling, Key customer markets, market places, market spaces, Meta-markets, Digital Markets, Brick & Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Functions of Marketing Manager, Concept of Marketing Environment, Marketing Plan.

Module 2: Consumer Behavior (10 Hours)

Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth, Zero Moment of Truth (ZMOT), Managing Customer Value.

Module 3: Marketing and Selling Strategies (10 Hours)

Segmentation - Concept, Need & Benefits. Geographic, Demographic, Psychographic, Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation.. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning – POD and POP, Value Proposition & Unique Selling Proposition, Sales Approaches, Sales Force Management.

Module 4: Marketing Mix (10 Hours)

Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, New Product Development. Pricing, Semiotics: Strategies for Media and Brand Communication, Channel Management.

Module 5: Digital Marketing (10 Hours)

e Marketing-Basics, Online reputation management, E- Branding, Social media strategies, SEM, SEO, Community building, Building E-customer relationship, Customer Engagement, Performance Metrics, Measuring and Evaluating Web Program Effectiveness.

Module 6: Marketing Approaches (10 Hours)

To be delivered by Industry Experts) Business to Business Marketing, Branding strategies, Managing Digital Business, Managing Service Business, Market Research and Information Systems, Strategic Marketing, Strategic Models in Marketing, Marketing Metrics for managing results, Marketing to Base Of Pyramid (BOP), Social Marketing.

Text Books

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, "Marketing Management", 13th Edition, Pearson Education [South Asian Edition] 2018.

2. Damian Ryan, “Understanding Digital Marketing Strategies” 4th Edition, Kogan Page Ltd, 2020.

References:

1. Wilson and Gilligan, “Strategic Marketing Management: Planning Implementation & Control”, Viva (Latest Edition).
2. Etzel, Stanton and Pandit, George Marakas, “Marketing Concepts and Cases”, 13th Edition, Tata McGraw -Hill Publishing Company Ltd., 2016.
3. Kurtz and Boone, “Principles of Marketing”, 13th Edition, Cengage Learning India Pvt. Ltd., 2017
4. Gary Armstrong (2020), “Marketing-An Introduction”, 20th on, Pearson.
5. Dave Chaffey (2020), “Digital Marketing”, 6th Edition, Pearson.

20MS3004	ORGANIZATIONAL BEHAVIOUR AND MANAGEMENT	L	T	P	C
		3	1	0	4

Course objective:

The objectives of the course are to:

1. Comprehend the basic knowledge relating to organizational behaviour and Management.
2. Develop leadership skills, communication skills and team building in organization.
3. Conceptualize relevant theoretical perspectives and concepts for building effective organizational environment

Learning Outcomes:

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

1. Remember the basic concepts and theories on Management principles.
2. Understand the principles underlying organizational behaviour
3. Analyse Interpersonal skills and relate with Organizational effectiveness
4. Apply individual behaviour such as emotional intelligence, personality, attitude, perception and motivation in the context of Organisational Behaviour
5. Develop leadership and team culture
6. Evaluate the elements in organisational change and managing cross culture in organisation

Module 1: Introduction to Principles of Management (10 Hours)

Management – Definition–levels of management - POSDCORB – Theories of management– Frederick Taylor’s Scientific Management Theory, Henri Fayol’s Administrative theory of management-Planning and Organising – managerial skills -Management practices in corporate, NOGs, Government utilities.

Module 2: Introduction to Organisational Behaviour (9 Hours)

Management by Objective- Definition, need and its limitations-Organisational Behaviour – definition- opportunities and importance, contributing disciplines, Hawthorne studies, Approaches to OB– Challenges to OB.

MODULE 3: Interpersonal Skills (10 Hours)

Importance of interpersonal skills - Emotional Intelligence – Goleman’s theory on Emotional Intelligence - stress management –work stress management. Communication - interpersonal communication - Methods to improve interpersonal Communication

Module 4: Individual Behaviour& Motivation (12 Hours)

Foundations of individual behaviour - Understanding and managing individual behaviour - Attitudes – its influence on behaviour - Personality - concepts, theories- The Myers-Briggs Type Indicator, Big Five Model–Perception, Motivation – theories – Maslow’s Hierarchy of Needs theory, Douglas McGregor’s X, Y Theory, Herzberg’s Motivation Hygiene Theory –Motivation and Individual decision making

Module 5: Leadership and Group Behaviour (9 Hours)

Leadership theories and styles - Power and politics - group formation – norms – cohesiveness - group decision making – Group behaviour - Team building - Conflicts and negotiation

Module 6: Organizational change and emerging aspects of organizational behavior (10 Hours)

OCTAPACE – organizational change and innovation: approaches and resistance to change – Levin’s three steps model- Comparative Management Styles and approaches - Japanese Management Practices -

Organizational behaviour across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Management of Diversity.

Text Books:

1. Stephen P Robbins, Timothy A Judge, Neharika Vohra (2011), Organizational Behaviour (14thedn), New Delhi, Pearson Education.
2. Harold Koontz and Heinz Weihrich (2008), Essentials of Management (7thedn) Tata McGraw Hill.

References:

1. Slocum, J.W., & Hellriegel, D, (2008), Fundamentals of Organisational Behaviour, (2ndedn), India: Cengage Learning.
2. Umasekaran, (2004), Organizational Behaviour, (2ndedn), New Delhi, Tata McGraw Hill.
3. Harold Koontz and Heinz Weihrich (2008), Essentials of Management (7thedn) Tata McGraw Hill.
4. Nelson, D.L., and Quick, J. C. (2008), Organisational Behaviour: Foundations, realities & Challenges (5thedn), India: Cengage Learning.
5. Slocum, J.W., & Hellriegel, D, (2008), Fundamentals of Organisational Behaviour, (2ndedn), India: Cengage Learning.

20MS3005	STATISTICS FOR BUSINESS	L	T	P	C
		0	0	4	2

Course Objectives:

Enable the students to:

1. Collect and compile data, information and presentation of data
2. Gain “Statistical Thinking”
3. Improve knowledge in Business Forecasting and Testing of hypothesis

Course Outcomes:

Equip the students to:

1. To understand and demonstrate an ability to apply statistical tools.
2. Enable and apply Statistical techniques and associate with real situations.
3. To evaluate and Interpret Sampling Techniques and acquire the knowledge of Test of Significance
4. Apply mathematics to technical problems in business management.
5. To analyse the Forecasting techniques using econometrics methods
6. Create the best possible solution to a problem using statistical techniques.

MODULE 1- Introduction to Statistics

(10 HOURS)

Introduction to Statistics, Importance of Statistics in modern business environment. Definition of Statistics, Scope and Applications of Statistics Characteristics of Statistics, Functions of Statistics, Limitations of Statistics, Statistical Softwares - Scales of Measurement, Units or Individuals - Population or Universe – Sample -Quantitative -Characteristic - Qualitative Characteristic – Variable, Collection of Data- Primary Data - Secondary Data - Pilot survey , Scrutiny and Editing of Data, Descriptive Statistics

MODULE 2- Classification, Tabulation and Presentation of Data

(10 HOURS)

Introduction , Functions of Classification - Requisites of a good classification - Types of classification - Methods of classification ,Tabulation - Basic difference between classification and tabulation -Parts of a table -Types of table , Frequency and Frequency Distribution - Derived frequency distributions - Bivariate and multivariate frequency distribution - Construction of frequency distribution , Presentation of Data – Diagrams, Graphical Presentation,

MODULE 3- Testing of Hypothesis

(8 HOURS)

Introduction – Large Samples – Assumptions , Testing Hypothesis - Null and alternate hypothesis - Interpreting the level of significance - Hypotheses are accepted and not proved , Selecting a Significance Level - Preference of type I error - Preference of type II error - Determine appropriate distribution, Two – Tailed Tests and One – Tailed Tests - Two – tailed tests , Classification of Test Statistics - Statistics used for testing of hypothesis - Test procedure - How to identify the right statistics for the test, T-Test and F-Test

MODULE 4- Chi – Square Test

(7 HOURS)

Introduction , Chi-Square as a Test of Independence - Characteristics of χ^2 test - Degrees of freedom - Restrictions in applying χ^2 test - Practical applications of χ^2 test - Levels of significance - Steps in solving problems related to Chi-Square test - Interpretation of Chi-Square values , Chi-Square Distribution - Properties of χ^2 distribution - Conditions for applying the Chi-Square test - Uses of χ^2 test, Applications of Chi-Square test - Tests for independence of attributes - Test of goodness of fit .

MODULE 5- Non-Parametric test

(10 HOURS)

Mann-Whitney U Test, Wilcoxon Signed Rank Test, Kolmogorov–Smirnov Test, Fisher Exact Test, Goodman and Kruskal Lambda Test, Kendall’s Coefficient of Concordance, Goodman and Kruskal’s Gamma, McNemer Test, Walsh Test, Kruskal–Wallis One-way ANOVA Test, Friedman Two-way ANOVA, Cochran’s Q Test

MODULE 6- Business Forecasting

(15 HOURS)

Introduction, Business Forecasting - Objectives of forecasting in business - Prediction, projection and forecasting - Characteristics of business forecasting - Steps in forecasting , Methods of Business Forecasting - Time series analysis - Regression analysis - Modern econometric methods, Auto Regression, Auto Correlation, ARCH and GARCH Models. Limitations of business forecasting.

(Analysis using R or SPSS or Microsoft Excel or E-Views or Tableau Desktop)

Text Books

1. Newbold, Carlson, Thorne “Statistics for Business and Economics”, 6th ed., Pearson
2. Lind, Marchal, Wathen-Statistical techniques in business and economics, 13th ed, McGraw-Hill.

References

1. Naresh K. Malhotra, Satyabhushan Dash, “Marketing Research”, Prentice-Hall International Ltd., London, sixth edition, 2009
2. Dawn Iacobucci, Gilbert A. Churchill, D. Israel, “Marketing Research: A South Asian Perspective”, Pearson Education, Delhi, 2009
3. Nargundkar, R., “Marketing Research”, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2006
4. Hair, J. F. Jr., Anderson, R.E., Tatham, R.L. and Black W.C., “Multivariate Data Analysis”, Prentice-Hall International Ltd., London, sixth edition, 2007
5. S.C.Gupta – Fundamentals of Statistics, Himalaya Publishing
6. Chandrasekaran & Uma Parvathi –Statistics for Managers, PHI Learning.

20MS3006	ECONOMICS FOR MANAGERS	L	T	P	C
		3	0	0	3

Course Objectives:

Enables students to

1. Understand basic concepts of microeconomics and macroeconomics.
2. Familiarize the pricing and output decisions under various market structures.
3. Relate economic variables to managerial decisions.

Course Outcomes:

After completing the course, the student will be able to

1. Understand the concepts of cost, nature of production and its relationship to Business operations.
2. Enhance the ability of the students to apply fundamental economic concepts in business decisions.
3. Analyze the causes and effect relationship in demand and supply.
4. Integrate the concept of price and output decisions of firms under various market structure.
5. Assess how companies react according to business cycles and market competitions.
6. Identify macro trends in business and assess their impact on business enterprises

MODULE 1: NATURE AND SCOPE OF MANAGERIAL ECONOMICS

(5 HOURS)

Definition of economics, Branches of economics, Meaning, Nature, Scope and significance of managerial economics, Objectives of the firm.

MODULE 2: DEMAND

(5 HOURS)

Demand Analysis: Introduction, Meaning and Law of Demand, Elasticity of Demand, Exceptions to law of demand.

Demand Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Demand Forecasting for a New Products.

MODULE 3: SUPPLY ANALYSIS

(5 HOURS)

Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium

MODULE 4: PRODUCTION AND COST ANALYSIS

(10 HOURS)

The production function, A short-run analysis of total, Average and marginal product, the long run production function, the estimation of production functions. Law of returns to scale - Cost and revenue concepts - short run, long run cost-output relationship

MODULE 5: MARKET STRUCTURE AND PRICING

(10 HOURS)

Characteristics of different Market Structures, Price and output determination under perfect competition, Monopoly, Monopolistic, Oligopoly

MODULE 6: MACRO ECONOMICS

(10 HOURS)

Macro Economics - Introduction, Basic Concepts, Macroeconomic Ratios, Index Numbers, National Income Deflators - Consumption Function and Investment Function - Multiplier, Accelerator - Stabilization Policies- Instruments of economic Stability, Monetary Policy, Fiscal Policy, Business Cycle, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles.

Text Books:

1. Dwivedi, D.N, Managerial Economics, Vikas publishing house Pvt.Ltd, New Delhi.(Seventh Edition)
2. Paul A Samuelson and William D. Nordhaus, Macroeconomics, McGrawHill Publication, New Delhi.(19th Edition)

References:

1. Mankiw, Principles of Macroeconomics, Cengage Learning India Private Limited, New Delhi. (Fourth Edition)
2. Craig H. Petersen, W.Cris Lewis and SudhirK.Jain , Pearson Education, Inc. New Delhi (Fourth Edition).
3. Varshney R L & Maheswari K L., Managerial Economics, Sultan Chand & Sons, New Delhi.
4. Paul .G.Keat, Philip.K.Y.Young, Sreejatha Banerjee, Managerial economics- Economic tools for today's Decision makers, Pearson education.
5. H.L.Ahuja. Managerial economics- Analysis of managerial decision making, S.Chand

20MS3007	ARTIFICIAL INTELLIGENCE FOR BUSINESS	L 3	T 0	P 0	C 3

Course objective:

The objectives of the course are to:

1. Understand how AI influences business strategy.
2. Conceptualize the basic ideas of Python, natural language processing, robotics and machine learning.
3. Discuss the future of work and AI latest trends.

Learning Outcomes:

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

1. Develop a basic understanding of Artificial Intelligence in business.
2. Use the basics of python language.
3. Discuss the basics of machine language.

4. Understand natural language processing and robotics.
5. List the AI applications in different business function in real world scenario.
6. Appraise the future of work and uses of AI in emerging areas.

Module 1: Introduction to AI

(10 hours)

Basic Concepts of AI, History of AI, AI, Big Data, Data Science, Machine Learning : How are they related?, AI Problems, The underlying assumptions, What is an AI technique?, Criteria for success, problems, problem spaces and search, Defining problem as a state space search evolving role of managers in the age of AI.

Module 2: Basics of Python

(10 hours)

Concepts, Data Types, Evaluation, Basic I/O operations, Flow control, Loops and conditional blocks, Data collection – Lists, Tuples, dictionaries and functions.

Module 3: Introduction to Machine Learning

(5 hours)

Machine Learning - Definition, Supervised Vs Unsupervised learning, Decision Trees, Dimensionality reduction and reinforcement learning algorithms.

Module 4: Natural Language and Robotics – An introduction

(5 hours)

Speech recognition, Natural language generation, chatbots, Robotics, Human-robot interaction, Mobile robots, case study :Autonomous vehicles technologies and impacts.

Module 5: AI applications in different areas

(10 hours)

AI for customer experience management, AI and business support functions, putting AI to work – strategy, platforms, people, organization and society.

Module 6: AI & Future of work

(5 hours)

Ethical and legal considerations in AI, Privacy, Bias, AI & the future of work, appropriate uses of AI, emerging developments.

Text Books

1. Elaine Rich, Kevin Knight, & Shivashankar B Nair, Artificial Intelligence, McGraw Hill, 3rd ed.,2009.
2. Introduction to Artificial Intelligence & Expert Systems, Dan W Patterson, PHI,2010

Reference Books

1. Canals, Jordi, Heukamp, “The future of management in an AI world-Redefining purpose and strategy in the fourth industrial revolution”, (2019), 1sted ,Palgrave Macmillan
2. Akerkar, Rajendra, “Artificial Intelligence for Business”, (2019), 1sted , Springer International Publishing
3. Bernard Marr (2019), Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems, John Wiley and Sons, (1stedition).
4. **Kreutzer, Ralf T. Sirrenberg, Marie** (2020). Understanding Artificial Intelligence- Fundamentals, Use Cases and Methods for a Corporate AI Journey. (1stedn,). Springer International Publishing.
5. Virginia Dignum, (2019), Responsible Artificial Intelligence – How to Develop and Use AI in a Responsible Way, (1stedn), Springer International Publishing

20MS3008	BUSINESS RESEARCH METHODS	L	T	P	C
		3	1	0	4

Course Objectives:

Enable the students to:

1. Define scientific methods in Business research analytics
2. Demonstrate various research designs, problem identification, formulation techniques
3. Infer and report for Business Projects and Publications

Course Outcomes:

Equip the students to:

1. Understand a business problem with a methodological framework
2. Apply suitable research designs

3. Evaluate and execute relevant hypothesis testing procedures
4. Analyse critical tools for prescriptive solutions
5. Design and draft dissertation research proposal with appropriate methodology
6. Execute articulative reports fit for project proposal and publication

MODULE 1: Introduction to Business Research (10 HOURS)

Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Theory Building and Testing – Understanding the language of research – Concept, Construct, Definition, Variable. Research Process. Problem Identification & Formulation – Research Question – Investigation Question – Review of Literature – Hypothesis – Qualities of a good Hypothesis – Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – Logic & Importance.

MODULE 2: Research Design (10 HOURS)

Concept and Importance in Research – Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs – concept, types and uses. Experimental Design: Concept of Independent & Dependent variables. Qualitative and Quantitative Research: Qualitative research – Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches.

MODULE 3: Sampling Techniques & Data Collection (8 HOURS)

Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non-Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Determining size of the sample – Practical considerations in sampling and sample size. Data Collection: Sources of data collection Primary and secondary sources – Merits and limitations. Methods of collecting primary data - Types of observation. Secondary data sources and data validation,

MODULE 4: Data Analysis (12 HOURS)

Data Preparation – Univariate analysis :Data Visualization - Choosing appropriate charts using Tableau Software- Bivariate analysis : Correlation and Simple Regression -Multivariate Analysis: Multiple regression model, Factor analysis, Cluster analysis, discriminant analysis (using R software or Python or SPSS) – Structural Equation Modelling (SEM) and Confirmatory Factor Analysis (CFA) using AMOS software (only basics) - Neural Networks.

MODULE 5: Report Writing (12 HOURS)

Project Report and Paper Writing: Research Project Report – Imperatives, Layout of a Research Paper, Journals in Management Science, Impact factor of Journals, When and where to publish? Ethical issues related to publishing: Monograph – an overview–How to write a research monograph- Format of monograph-How to publish monograph.

MODULE 6: Referencing (8 HOURS)

Referencing: Use of tools / techniques for Research: methods to search required information effectively, Reference Management Software like Zotero/Mendeley, Software for paper formatting like LaTeX, Software for detection of Plagiarism like Turnitin.

Text Books

1. Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M. (2009). Management Research Methodology. Pearson Education: India
2. Donald R Cooper, Pamela R Schindler, P and J K Sharma (2006). Business Research Methods. (11th edn.), Tata McGraw Hill: India

Reference Books

1. Zikmund, W.G. (2009). Business Research Methods. (7th edn.), Cengage Learning: India.
2. Bryman, Alan & Bell, Emma (2018). Business Research Methods (latest Edition), Oxford University Press.
3. D. Israel Dawn Iacobucci and Gilbert A. Churchill (2010). Marketing Research: A South Asian Perspective, Cengage Learning, India

4. Naresh K. Malhotra Satyabhushan Dash , (2010), Marketing Research : An Applied Orientation. (6thedn.) Pearson Education, India.
5. Pamela Schindler (2019) Business Research Methods, (13thedn.) McGraw Hill.

20MS3009	BUSINESS DECISION MODELS	L	T	P	C
		0	0	4	2

Course objective:

The objectives of the course are to:

1. Understand basics of models in business decision making
2. Apply the concepts in real life business decision making
3. Solve the problems to obtain optimum solution and interpret the results

Learning Outcomes:

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

1. Summarizing the business situation problems into decision models and solving LPP problems
2. Apply transportation method to obtain optimal solution for transportation cost
3. Solve the business situation problem using assignment for allocation of jobs and sequencing of jobs
4. Appraise optimized solution using game theory
5. Evaluate the optimal results of queuing theory
6. Construct network to find critical path and crashing the project

Course Description:

Module 1: Linear Programming (10 hours)

Formulation of LPP – Graphical, Simplex and two phase methods to solve LPP using software

Module 2: Transportation (10 hours)

Finding optimal solution for balanced and unbalanced transportation problem using software

Module 3: Assignment & Sequencing (10 hours)

Solving Assignment - Hungarian method using software

Job sequencing - processing of n jobs through 2 machines, 3 machines – n jobs through m machines using software

Module 4: Game Theory (10 hours)

Games and Strategies – Two – Person Zero Sum game – Maxmin – Minmax Principle – Dominance Theory – solving problems using software

Module 5: Queuing theory (10 hours)

Basic queuing situations – single server queuing model M|M|1: ∞ FIFO queue, M|M|C: ∞ FIFO using software

Module 6: Network Models (10 hours)

Solving Network models for project analysis CPM, network construction and time analysis, cost time trade off, PERT using software

Note: the above said problems could be solved using Excel SOLVER or TORA or QM for windows or POM for windows

Text Books

1. Frederick S. Hillier, Gerald J. Lieberman, Bodhibrata Nag and Preetam Basu, “Introduction to Operations Research”, (2017), 10th e, McGraw Hill Education
2. V.K Kapoor, Operations Research Technique for Management, Sultan Chand, (2008)

References

1. R. Panneerselvam (2009), Operations Research, PHI Learning Private Limited, (2nd edition).
2. Swarup .K, Gupta, P.K., and Mohan, M. (2008). Operations Research. (14th edn.). New Delhi: Sultan Chand and Sons.
3. S. Jaisankar, (2014), Operations Research – Decision Models Approach, (1stedn) Excel Books
4. S.D.Sharma (2007), Operations Research: Theory and Applications. (3rd edn). Macmillan India Ltd.,

5. Hamdy A Taha, (2014), Operations Research – An Introduction, (9thedn), Pearson India

20MS3010	CORPORATE STRATEGY	L	T	P	C
		3	1	0	4

Course objective:

The objectives of the course are to:

1. comprehend basics of strategic models in corporate and business decision making
2. Apply the business environmental issues in business decision making
3. Solve the problems anticipated in managing firm's diverse businesses

Learning Outcomes:

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

1. Describe the strategic decisions that organizations make and have an ability to engage in strategic planning.
2. Discuss the basic concepts, principles and practices associated with strategy formulation and implementation.
3. Illustrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
4. Examine a company's strategic situation, with emphasis on strategic analyses on the business level, the corporate level, and the network level
5. Assess the key concepts and the strategic role of management in creating and enhancing a firm's competitive advantages
6. Synthesize the strategies and position a firm or business unit in the global competitive arena

Module 1: Strategic Management (5 hours)

Introduction – Definitions, Strategic Leadership, Strategic Managers, Strategic Making Process

Module 2: Internal, External Analysis and other Strategic Models (10 hours)

Micro and Macro Environment, SWOT, IFE, EFE, Five Forces Model, Industry Life Cycle Analysis, Value Chain, DuPont Analysis, BCG Matrix, 7S Model,

Module 3: Competitive Advantage (5 hours)

Efficiencies and Economies of Scale, Quality Improvement, Super Innovation, Positioning and Business Models, Generic Business level strategies,

Module 4: Business Level Strategies and Environment (10 hours)

Strategies in fragmented industries, Strategies using Life Cycle, Strategies in Mature industry

Module 5: Corporate Level Strategies (10 hours)

Horizontal Integration, Vertical Integration, Strategic Outsourcing, Related and Unrelated Diversification

Module 6: Strategy Implementation and Control (5 hours)

Stake Holder impact analysis, Agency Theory, Strategic Control Systems, Strategies in Global environment: Licensing, Franchising, Joint Ventures, wholly owned Subsidiaries, Exporting.

Textbooks

1. Charles W. L. Hill, Gareth R Jones, Strategic Management Theory: An integrated Approach", (2019), 10th e, Cengage Learning
2. Fred Luthan and Jonathan Doh, International Management: Culture, Strategy, and Behavior, McGrawHill, (2018)

Reference Books

1. Arthur A Thomson, Margaret Peteraf, John E Gamble, Strickland and Joseph (2020), Crafting and executing strategy: A quest for competitive advantage-concepts and cases, McGrawHill, (21stedition).
2. Jim Smith. (2017). Strategic and Tactical considerations of the fire ground. (4thedn,). Pearson Limited.
3. Francis Cherunilam, (2019), Business Policy and Strategic Management, (4thedn) Himalaya Publishing House, Mumbai

4. Bib De Wit (2014), Strategy Synthesis: Managing Strategy Paradoxes to create Competitive Advantage. (4thedn.). Cengage Learning
5. Bob De Wit, (2014), Strategy: An International perspective, (5thedn), Cengage

20MS3011	FINANCIAL MANAGEMENT	L	T	P	C
		3	1	0	4

Course Objectives

Enable the students to:

1. Construct the process of assessing the financing and investment avenues
2. Craft the business alternatives based on the costs and benefits
3. Infer the Valuation Process of a business through MS Excel applications and spreadsheets

Course Outcomes

Equip the students to:

1. Remember the financial avenues best suited for investment requirements.
2. Understand the Valuation techniques in finding out the value of Money over the present as well as future period of time.
3. Apply the skill in establishing the Optimal Capital Structure and cost of capital for a business enterprise.
4. Analyze the sources of funds and take appropriate long-term Investment Decisions.
5. Evaluate the Cash Management, Inventory Management Policy, payables and receivables pressures in management decisions.
6. Create the Model by which Working Capital Requirements are charted out to meet out the business needs.

MODULE 1 Financial Management Environment and Functions (5 Hours)

Overview of Financial Management – Wealth Vs Profit Maximization criterion-Treasury and controlling decisions in Financial Management, Functions of Financial Management-Basic Concepts and types of Risk and Returns.

MODULE -2: Business Valuations and Dividend Decision (16 Hours)

Time Value of money – Importance, rationale, Present Value, Future value and compounding techniques (problems). (MS Excel oriented practice) - Financial Modeling using R- Principles of valuations- Decision Tree Analysis Application-Dividend and Retention Policies, Dividend practices in Manufacturing and Service Sector companies-Case Studies; Dividend models (problems). Dividend Factors & Price Valuation through Dividend models (problems)

MODULE -3: Capital Structure & Cost of Capital (9 Hours)

Capital Structure Theories – Net Income approach, Net Operating Income approach, Modigliani & Miller approach, Traditional approach, Cost of Capital- Importance-computation of overall cost of capital (problems).Valuation of Bonds and shares (problems).

MODULE 4 - Leverages and Valuation (7 Hours)

Analysis of Operating and Financial Leverages and Composite Leverages (problems)- Case on Leverage Issue, Indifference Point and EBIT-EBS Analysis.

MODULE 5:Working Capital Management (13 Hours)

Significance, Purpose, Types of Working Capital, Working capital Approaches, WC cycle, Cash cycle and Determinants of working capital - Estimation of Working Capital requirements (problems). Models of Accounts Receivables Management, Cash Management and Inventory Management.

MODULE 6: Investment Appraisal and Decisions on Source of Funds (10 Hours)

Capital Budgeting – Capital Rationing – Evaluation Techniques –Avenues for New Entrepreneurs- Sources of Funds - Internal, External, Spontaneous, short-term, Intermediate and Long-term Source of Funds in Private Sector and Public Sector Enterprises, Social Banking, Start up Financing and Venture Capital Financing - Angel funding, Assessing and Bankruptcy Resolutions as per the Framework of Insolvency and Bankruptcy Board of India (IBBI) - Cases on Insolvencies.

Text Books:

1. I M Pandey, (2015), “Financial Management”, Vikas Publishing House Private Limited, 11th edition
2. Khan MY & Jain PK, (2017). “Financial Management - Text, Problems and Cases”, McGraw Hill Education, 7th edition

References

1. Prasanna Chandra, (2011) ,“Financial Management – Theory and Practice”, Tata McGraw Hill Education Private Limited”, 8th edition.
2. Richard A. Brealey, Stewart C. Myers & Franklin Allen, (2011).“Principles of Corporate Finance”, Mc-GrawHill/Irwin, 10th edition
3. Jonathan Berk, Peter DeMarzo, Ashok Thampy,(2013), “Financial Management”, Pearson Education Limited.
4. Raymond Brooks, (2015). “Financial Management – Core concepts”, Pearson Education Limited. 3rd edition
5. Rajesh Kumar, (2016),”Strategic Financial Management-Case book” , Academic Press, 1st edition

20MS3012	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	1	0	4

Course Objectives

Enable Students to:

1. Understand the various functions of Human Resource Management
2. Demonstrate the working knowledge of various functional aspects of HRM
3. Relate and align HR functions with Organizational Strategy

Course Outcomes

After the course the student will be able to,

1. Define the nature and scope of Human Resource Management
2. Explain the functional elements involved in implementing HR Planning
3. Infer appropriate Training methods for effective use in capacity building and career development
4. Choose the relevant pay components and construct a compensation strategy.
5. Appraise the tools for Performance and career management
6. Discuss the latest trends of HR functions in the contemporary world.

MODULE 1: Introduction to HRM

(8 HOURS)

Nature And Scope Of Human Resource Management – Basic Functions of Human Resource Management – Goals - Competitive Environment for Human Resource Management - Corporate Strategy and Human Resource Management – Human Resource Management as Line and Staff Responsibilities – Human Resource Management Models.

MODULE 2: HR Planning, Recruitment & Selection

(10 HOURS)

Human Resource Planning – Sources - Process – Methods - Job Analysis Process - Job Design Approaches -Job Evaluation Methods – Recruitment - Factors – Methods - Process - Selection Process – Selection Techniques – Selection Decision – Induction.

MODULE 3: Training and Development

(10 HOURS)

Training and Development – Nature - Need Analysis – Delivery Methodology - Training Effectiveness Evaluation – Capacity Building - Management Development - Career Development - Talent Management

MODULE 4: Compensation Management

(10 HOURS)

Compensation Management – Components - Compensation and Business Strategy - – Determinants of Compensation Strategy – Determining what to Pay - Wage and Salary Administration, Incentives and Performance Based Rewards - Individual and Group Incentive Plans – Benefit Programs.

MODULE 5: Performance Appraisal & Career Management

(10 HOURS)

Performance Appraisal Goals - Process – Methods for Appraising Performance –Feedback – Potential Appraisal Meaning of Career – Career stages – Importance of Career Planning – Career Interest Inventory – Career Development Issues and Challenges- HR Audit.

MODULE 6: An Outline on New Frontiers in HRM

(12 HOURS)

Managing Employee Relation – Major Acts in Industrial Relations in India (Outline). Managing HR in the Global Context – Role of Analytics in HR, Employee Engagement Practices and Retention Management in companies, Role of HR in CSR, Ethical Issues in Human Resource Management. Application of Artificial Intelligence in HRM – Talent Acquisition - Resume Analysis - Career Coach- Employee engagement - Rethink employee care

Text Books:

1. Denisi, Griffin, Sarkar, 2016, Human Resource Management – A South-Asian Perspective, Cengage Learning India PvtLtd.
2. Gary Dessler and BijuVarkkey, 2015 Human Resource Management, Pearson Education: South Asia

References:

1. K. Aswathappa, 2017, Human Resource Management – Text and Cases, Tata McGraw Hill
2. V.S.P. Rao, 2008, Human Resource Management, Excel Books
3. Robert L. Mathis, John H. Jackson, ManasRanjan Tripathy, 2012, Human Resource Management, Cengage Learning
4. DeCenzo, D. A., Robbins, S. P., &Verhulst, S. L, 2013, Fundamentals of Human Resource Management. 11th Edition. Wiley. ISBN: 978-0-470-91012-2.
5. Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, 2007, “Fundamentals of Human Resource Management”, Tata McGraw-Hill Publishing Company Limited
6. John. M Ivancevich, Robert Konopaske, 2012, Human Resource Management, 12th Edition, McGraw Hill.

20MS3013	MANAGEMENT INFORMATION SYSTEM	L	T	P	C
		3	0	0	3

Course objective:

The objectives of the course are to:

1. To understand the basic principles and working of information technology.
2. To compare and contrast how internet and other information technologies support business processes.
3. To give an overall perspective of the importance of application of internet technologies in business administration.

Learning Outcomes:

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

1. Describe and apply the fundamental concepts of information systems.
2. Develop the knowledge about management of information systems.
3. Interpret and recommend the use information technology to solve business problems.
4. Distinguish the business needs for e-commerce and the Internet.
5. Articulate role of Management Information Systems in organizations
6. Apply a framework and process for aligning organization's IT objectives with business strategy.

Module 1: Management Information System

(5 hours)

Definition, basic concepts, framework, role & need of MIS. Organization and Information Systems: Changing Environment and its impact on Business. The Organization: Structure, Managers and activities, Data, information and its attributes, The level of people and their information needs, Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.

Module 2: Data processing systems

(10 hours)

Retrieval of data, storage of data, concepts of information, organizational structure and management concepts, Management Control, the decision-making process by information, Types of decision, concepts of planning and control, EIS, DSS, TPS, security issue. Data sources and data management: Files: Definitions, types of files, concepts of DBMS, data warehouse, DDL, DML, DLL, concepts of RDBMS, Data Flow Diagram (DFD), E-R Diagram.

Module 3: System Concept

(5 hours)

System Development Life Cycle (SDLC), Decision Support System (DSS), Enterprise Resource Planning (ERP) System, ERP basic features, benefits of ERP selection, ERP Implementation

Module 4: Kinds of Information Systems

(10 hours)

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

Module 5: Security and Ethical Challenges

(10 hours)

Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy –software and intellectual property. Privacy – Issues and the Internet Privacy. Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism

Module 6: E-commerce

(5 hours)

Definition, Concepts, EC Business Models, Benefits and Limitations of EC, Mobile computing, Pervasive computing, Types of threats and attacks, Payment Revolution.

Text books:

1. Kenneth C. Laudon and Jane P. Laudon: Management Information System, Managing the Digital Firm, Pearson Education, 14th Global edition, 2016, ISBN:9781292094007.
2. Bidgoli and Chattopadhyay, "Management Information System - A South Asian Perspective", Cengage Learning Janice Reynolds, (2000), "The Complete E-Commerce Book", Googlereads, 2ndedn

Reference:

1. James A O'Brien & George M Maracas, "Management Information System", 7th edition (2008), Tata McGraw Hill Companies, New Delhi.
2. Lisa Miller, "Management Information System", Pearson Education
3. P.T.Joseph, S.J.SanjayMohapatra, "Management Information System in Knowledge Economy", 1st Edition (2008), PHI Learning Pvt. Ltd, New Delhi.
4. Haag, S., Cummings. M., and Phillips, A. (2008), Management Information System, 6th Edition, Tata McGraw Hill, India
5. Steven Alter: Information Systems The Foundation of E-Business, Pearson Education, 4th Edition, 2002, ISBN: 978-0130617736.

20MS3014	OPERATIONS MANAGEMENT	L	T	P	C
		3	1	0	4

Course objective:

The objectives of the course are to:

1. Impart basic knowledge relating to Production and Operations Management.
2. Inculcate decision making skills on plant location, plant layout, materials management, Inventory control and quality control.
3. Use the appropriate tools and techniques to bring out optimal solutions related to Operations in the manufacturing process.

Learning Outcomes:

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

1. Describe the basic concepts and theories on production and operations management.

2. Discuss the principles underlying value chain
3. Appraise the skills in designing operations
4. Apply the planning and controlling operations to forecast demand and inventory control
5. Relate the practices of quality control in manufacturing process of operations management.
6. Examine the production tools to achieve high standard in operations.

Module 1: INTRODUCTION TO OPERATIONS MANAGEMENT (10 hours)

Operations Management – Nature, Importance, transformation processes, differences between services and goods, a system perspective, functions, Operations Strategy – Strategic fit, framework. Productivity;

Module 2: DESIGNING OPERATIONS (9 hours)

Product Design - Criteria, Approaches. Product development process -Process - design, strategy, types, analysis, make or buy decision

Module 3: OPERATIONS AND THE VALUE CHAIN (11 hours)

Capacity Planning – Long range, Determinants, Strategies, Equipment selection – Investment Decisions. Facility Location – Theories, Steps in Selection, Location Models,

Module 4: PLANNING AND CONTROL OF OPERATIONS (11 hours)

Demand Forecasting – Need, Types, Objectives and Steps – Forecasting models - Inventory Planning and Control–Functions, Decisions, Inventory models

Module 5: PLANNING IN MANUFACTURE (11 hours)

Aggregate Planning – Nature, Strategies, Methods – Master Production Scheduling; Materials requirement planning – Concepts, Methods

Module 6: PRODUCTION MANAGEMENT TOOLS – THE LEADING EDGE (8 hours)

JIT – TQM - Computer integrated Manufacturing and flexible manufacturing system – ISO 9000 series – Poka Yoke – Kaizen – Business Process Reengineering – Supply Chain Management – Lean manufacturing - Quality Function Deployment – Enterprise Resource Planning

Text Books:

1. Paneerselvam (2012), Production and Operations Management, (3rd Edition), PHI
2. Mahadevan B, (2015) Operations management: Theory and practice, Pearson Education India.

References:

1. Heizer, Barry Render, Jagadeesh Rajashekhar (2009), Operations Management, Pearson
2. Norman Gaither and Gregory Frazier, (2015), Operations Management, (9thedn), Cengage Learning
3. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, (2014), Operations and Supply Chain Management, (14thedn), McGraw Hill Education (India) Pvt. Ltd.
4. Russel and Taylor, (2006), Operations Management, (5thedn), Wiley.
5. Chary (2009), Productions and Operations Management Tata McGraw- Hill Publishing
6. Cecil C. Bozarth, Robert B. Handfield, (2016), Introduction to Operations and Supply Chain Management, (4thedn), Pearson

20MS3015	CORPORATE SYNTHESIS	<table><tr><td>L</td><td>T</td><td>P</td><td>C</td></tr><tr><td>0</td><td>0</td><td>2</td><td>1</td></tr></table>	L	T	P	C	0	0	2	1
L	T	P	C							
0	0	2	1							

(Focus on Manufacturing or Agricultural or Services Sector or Non-Profit Organization by Choice)

OVERVIEW: This is a course designed to shape up the attitudinal and business leadership skills of the Students to take on the corporate responsibility upon graduation. It is a virtual and onsite orientation program to understand the corporate culture, ethics and values and prepare oneself to the demands of the Industry required skills sets.

Due to the wide gap between theory and practice, it does not lend itself easily to integrative thinking and learning by students. In a discipline such as Management Science, it is more useful to obtain a common understanding of some of the agreed practices rather than to attempt to define it rigorously.

The students are to do a conceptual mapping of various domains in management and to inculcate a quest for continuous improvement and make advancement of their knowledge using logical and empirical

analysis and enable themselves quicker assimilation of classroom concepts. Further, they are expected to rally on all the secondary sources, and use Prowess IQ from Centre for Monitoring Indian Economy (CMIE) in this process.

Hence, to encourage students to think in a holistic and strategic mode, this module has been developed.

Course Objectives:

1. The central focus of this Exercise is to enable students internalize professional behaviours and positive attitudes expected by employers.
2. Students need to observe and relate to the leadership styles of their mentor, during their day-to-day functioning and get tuned to punctuality, and other relevant corporate practices.
3. Students need to understand the organizational culture and environment, and get prepared for their journey towards a successful and value-based corporate career.

Assessment Criteria:

This course will be assessed based on the following parameters

Reporting (I/II/III Reviews) : 60 Marks

Viva : 40 Marks

20MS3016	MODELING FOR BUSINESS PLAN	L	T	P	C
		3	0	0	3

Learning Objectives

After finishing the course, the students will be able to:

1. Develop an entrepreneurial mindset
2. Relate to practical aspects of starting a company
3. Select models for venture creation

Course Outcome

The course outcome is to equip the students to:

1. Understand the nuts and bolts of preparing a business plan.
2. Remember and implement the business/management skills.
3. Understand and evaluate complete business plan (from concept to financial forecasts).
4. Identify the tools and techniques involved in Business plan process.
5. Analyse the competitive structure and strategy development.
6. Launch a new venture company or start one an established organization.

Module: 1 SIMULATED NEW VENTURE START-UP

(6 Hours)

Entrepreneurial business Opportunities: Basic Learning-Simulated new venture start-up (Start-up company Business Simulation Game). Types of Entrepreneurship –Success Stories of MRF, Murgappa Group, Ramraj Cotton, Aachi Group, NalliSilks, SHEF (Study Hall Education Foundation), Goonj, Portea Medical, Nykaa, Limeroad. Success Analysis of different types of Entrepreneurship like Social entrepreneurship, Ideapreneurship, Health Entrepreneurship-Tourism entrepreneurship-women entrepreneurship.

Module: 2 BUSINESS PLAN CONTENT PRESENTATION-1

(8 Hours)

Business Plan Content-Tools &Techniques to identify/evaluate Opportunities and acquire /manage resources (eg, Mavenlink, Resource Guru, Hub Planner)-Tools to analyse business context and risks (Brainstorm, Root cause analysis, SWOT, Risk assessment) -Analytical frameworks for understanding competitive/market dynamics-Guidelines for developing market entry strategy.

Module: 3 BUSINESS PLAN CONTENT PRESENTATION-2

(10 Hours)

Financial tools for estimating economic viability-Criteria for Making go/no-go decisions to start/approve new ventures-Understanding of financial options and frameworks -Forms of Financing, 3F's ,Angel investor, Crowd funding, Government grants & Subsidies, Venture Capital , Factoring, Debt financing Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs-Tools for maximizing market opportunities-Tools for identifying resource requirements and building capabilities-Strategies for achieving/sustaining competitive advantage.

Module: 4 BUSINESS PLAN FORMAT

(10 Hours)

Details about industrial concern-Project Profile-Promoter or Company information -Management Structure -Shareholding Pattern-Technical Information-Location and site details-Input and Production-Implementation Schedule-Input and Production-Implementation Schedule -Market Information-Financial plan and Financing Pattern-Social implications.

Module: 5 RECOGNIZING OPPORTUNITY AND BUILDING BUSINESS MODELS (Case Studies)

(5 Hours)

Evaluating new venture opportunities – Assess (+/-) of Howard Schultz and Starbucks coffee co – Assess(+/-) of Rakuten” as a Japan new business opportunity-Cisco: Novel approach to entrepreneurial ventures-Blockbuster & Technology-Evaluate Blockbuster business model (Opportunity analysis) - Evaluate “Netflix “Opportunity /Business model(Strategy analysis)- Evaluate “Zipcar”business model (Financial analysis).

Module: 6 BUSINESS MODEL ANALYSIS

(6 Hours)

Business Model analysis of Entrepreneurs:Reliance Industries, TATA groups, Infosys, WIPRO, ARCELOR, AMUL, Mahindra Group, HCL group, Kanani Tubes, Rolls Royce, Mr. Sunil Bharti Mittal: Connecting –Ms. Preetha Reddy of Apollo hospitals, Ms. Mallika Srinivasan of TAFE-Choose a Successful Indian and foreign Start-up firm? Identify key success factor (KSF).

Text Books

1. Leong, Alan “Introduction to writing a Business Plan. Carnation, WA: Koyoti,2013
2. Bangs, David. “A Crash Course on Financial Statements for Small Business Owners. Madisn, WI: Entrepreneur Press,2010

Reference Books

1. Wolk, Andrew and Kreitz, Kelley (2008) Business Planning for enduring social impact: A Social - Entrepreneurial approach to solving social problems Cambridge: Root cause
2. Harris, Hank”(2008) Business plan or strategic plan: what’s the Difference” .
3. Brinckerhoff, PeterC. (2000) Social Entrepreneurship: The art of mission-based venture Development New York: John Wiley & Sons
4. Gregory.J, Emerson, Jed and Economy, Peter, ed (2002) Enterprising Non-profits: A Toolkit for social Entrepreneurs New York: John Wiley & sons.
5. SAMPLE BUSINESS PLAN
https://media.wiley.com/product_ancillary/8X/07879723/DOWNLOAD/Benetech.pdf

20MS3017	LEADERSHIP LAB	L	T	P	C
		0	0	2	1

Overview: This course is designed for students of MBA, to commit and to actively and intentionally engage in leadership development. The goal is to increase their capacity to lead others through the practical, hands-on application of leadership concepts both inside and outside of the classroom.

The course has two parts. In part one, students will learn foundational concepts that facilitate leadership development for themselves and others. These include creating an environment that supports development, giving and receiving feedback for goal setting, using coaching as an action-oriented approach to achieving goals, and exploring effective and innovative ways to overcome barriers to growth and development.

Part two will focus on building specific leadership capacities to further deepen your ability to lead. Topics include emotional intelligence, communication, conflict competence, resilience. Additionally, students will regularly partner with a peer coach to build on in-class learning by determining where, how, and when he or she can practice these concepts outside of class.

This course combines lectures, in-class experiences, watching videos of high profile leaders in Industry and in Public life, Online Interactions with leaders globally, Meet the CEO event, Scenario discussions, reflections, partner exercises, and the practical application of learning beyond the classroom. The experience will be hands on, interactive, and students who are fully engaged will increase his or her capacity to lead and have plenty of fun along the way!

Objectives

The Students will come away from this course having learned how:

1. To deliberately grow as a leader through the application of course learning both inside and outside of the classroom.
2. To find creative ways to lead and practice leadership development – with or without formal title and position – both now and in the future.
3. To effectively facilitate leadership development in others.
4. To challenge and stretch yourself and support your classmates as they do the same.

Assessment Criteria

The Students will be assessed based on the following:

Class Participation	: 20
Peer Interactions	: 20
Leadership Applications outside the class room	: 20
Reflection on Experiences and Way forward (Viva)	: 40
(adjusting his or her behavior for better results and harmony)	

20MS3026	LOGISTICS CONCEPTS AND PLANNING	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Provide an understanding of the basic concepts in logistics Management
2. Give an insight about the logistics market; and
3. Provide an overview of the Logistics System.

Learning Outcomes:

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

1. Describe the evolution and concepts behind logistics management practice
2. Discuss the skills in logistics functional strategies.
3. Illustrate a suitable decision-making function in logistics related issues.
4. Compare and contrast the cross-functional business processes in supply chains.
5. Justify decisions affecting supply chain's plan, deliver, and customer management functions.
6. Synthesize decisions affecting supply chain's plan, source, and make functions.

Module 1: Basics of Logistics

(10 Hours)

Introduction to Logistics – Definitions of Logistics – terms or jargons used in logistics industry – Role of logistics in local business – Role of logistics in international business – Merits and demerits of logistics – 7Rs of Logistics – 5 Ps of Logistics

Module 2: Logistics Theories

(10 Hours)

Concepts and Theories related to Logistics - Integrated logistics: Logistics evolution, logistics operations integration, Supply Chain relationships, logistics system design

Module 3: Logistics Operation

(10 Hours)

Types of Logistics: 3 PL – 4 PL – 5 PL solution – Problems related to 3PL, 4PL and 5 PL. Logistics positioning, Logistics Integration theory.

Module 4:

(10 Hours)

Elements of Logistics: Transportation – Warehousing - Packaging & Unitization – Inventory – Material Handling – Information and Control

Module 5: (10 Hours)

Logistics Decisions: Transportation design, Logistics strategy - Logistics planning triangle, logistics functional strategies and applications, purchasing decisions, storage decisions, inventory decisions and location decisions, logistics planning and design.

Module 6: Key Impacts of Industry 4.0 on Logistics (10 Hours)

Information and Communication Technology (ICT) –Industry Internet of Things (IoT) – digitalization – Transparency – Autonomation – Modularization – Transportation and Distribution.

Textbooks:

1. SudalaiMuthu, S. Anthony Raj: Logistics management for International Business: Text and cases. New Delhi: Prentice Hall India.
2. V.V. Sople (2015), Logistics Management, New Delhi: Pearson Limited.

References:

1. Khalid Zidan, Supply Chain Management: Fundamentals, Strategy, Analytics & Planning for Supply Chain and Logistics Management (Logistics, Supply Chain Management, Procurement), Createspace Independent Pub, 2016
2. Lemay Stephen, Bloomberg, David J Hanna Joe (2002), Logistics, New Delhi: Prentice Hall.
3. Singh P Rakesh Ailawadi, Satish C (2012), Logistics Management (2nd ed.), New Delhi: Prentice Hall India.
4. Paul .A Myerson (2015), Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design , Pearson FT Press
5. Internet Source: <https://doi.org/10.1016/j.promfg.2017.09.045>

20MS3027	WAREHOUSING AND SUPPLY CHAIN MANAGEMENT	L	T	P	C
		4	0	0	4

Objectives

The objectives of the course are to:

1. Provide an understanding of the basic concepts pertaining to warehousing operations and the supply chain;
2. Give an insight about the procedural set-up of warehousing; and
3. Offer an overview of managing warehouse efficiency.

Outcomes

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

1. Describe the role of the warehouse and warehouse manager in today's supply chain
2. Explain the various warehouse processes, strategies, and methods
3. Illustrate the impact of health, safety, and warehouse environment on operational effectiveness.
4. Examine the key elements of warehouse management and the supply chain involved in it.
5. Justify the choice of sourcing and outsourcing
6. Design a warehouse process with its associated costs, and profitability.

Module 1: Basics of Warehousing (10 Hours)

Introduction to Warehousing – Definitions of Warehouse –Need for warehousing - Types of Warehouses – Requirements for a warehouse – Characteristics of an ideal warehouse – Functions of a warehouse – Advantages of Warehouse – Warehouse Performance Measures

Module 2: Material Flow and Activity Profiling: (10 Hours)

Warehouse Layout and Design - Introduction to Material Flow – The fluid model of product flow –Units of handling – Two fundamental resources approach – Dedicated Storage and Shared Storage – Activity Profiling

Module 3: Warehousing Operations and Supply Chain Management (SCM) (10 Hours)

Introduction to Warehouse Operations – Introduction to Supply Chain Management – Objectives of SCM – Importance of SCM – Activities of SCM – Decision Phases in SCM – Process View of Supply Chain –

Supply Chain Strategies and Drivers – Barriers to SCM.

Module 4: Design of Supply Chain and Planning Transportation Networks (10 Hours)

Introduction and role of distribution Network – Factors influencing distribution network design – design options for a distribution networks – E-business and its impacts

Module 5: Sourcing, Pricing, Demand Management and Customer Service (10 Hours)

Introduction to Sourcing, In-house and Outsource – Sourcing Planning and Analysis – Pricing and Revenue Management for multiple customers – Perishable products and seasonal demands – Demand Forecasting – Cost of Stockouts.

Module 6: Key Impacts of Industry 4.0 on Warehousing (10 Hours)

The Internet of Things (IoT) –Voice Picking – Vision Picking – Warehouse Management System (WMS) – Semi-Autonomous Machines - Radio Frequencies Identification (RFID)

Text books:

1. Gwynne Richards (2014), Warehouse Management: A complete guide to improving efficiency and minimizing costs in the modern warehouse, Kogan Page Publications, 1st Edition, 2014
2. Keller B (2013), Specifications of the definitive guide to warehousing: Managing the store and handling of materials and products in the Supply Chain, New Delhi: Pearson Education (Singapore) PTE. Ltd.,

References:

1. Meir Liraz (2017), Guide to Effective Retail Merchandise Management (1st ed.), Create Space Publication, 2017
2. Chopra and Kalra (2016), Supply Chain Management (6e), Pearson Education (India).
3. Bowersox (2018), Supply Chain Logistics Management (4e), McGrawHill.
4. S. A. Jiffry (2012), Effective Warehouse Management – Lamber Academic Publishing.
5. Peter Baker, Alan Rushton, Phil Croucher. (2014), The handbook of Logistics and Distribution Management (5th ed.), Kogan Page.

20MS3028	FREIGHT TRANSPORT OPERATIONS MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Provide a basic understanding about freight management;
2. Give a broader view on the fundamentals of transportation component in Logistics management; and
3. Give an overview of the regulatory framework of transportation.

Learning Outcomes:

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

1. Describe the essentials of freight management in cost efficiency.
2. Explain the management in the decision-making process to manage their cargo movement.
3. Use international logistics / freight procedures & documentation
4. Identify and develop effective resources planning
5. Justify the movement plan for cargo and forwarding
6. Design an optimized work processes and financial areas including cost management and reduction

Module 1: Operations in Transport Management (10 Hours)

Introduction to transportation -The transport field – key drivers of change in Transport Management – Operations Management processes in Transportation – Challenges faced in Freight Transport Operations

Module 2: Management Principles in Transport Operations (10 Hours)

Six Sigma Principles and its advantages – ISO 9000 – 8 Principles of ISO 9000 – Advantages of ISO – Kaizen 5S principles – Ergonomics -

Module 3: Role of Transport Operations in Logistics (10 Hours)

Role of Transport – Logistics Operations – inbound & outbound – The Operating plan – Functions of Freight Transport Operations – Transportation Planning – Route Planning and Scheduling – Risk Management Plan – Multimodal Transport – Mode Selection Criteria -

Module 4: Practical Methodologies, Tools and Techniques in Transport Operations (10 Hours)

Basic tools for Quality Management – Iterative Design –Meta Analysis Tools – System Analysis Tools – Time and Motion Study – Measuring Efficiency and effectiveness

Module 5: Transport Management Systems (TMS) and Sustainable Transportation (10 Hours)

TMS Definition –Fleet Management – Operating Maintenance Strategy Table – GPS – Functionalities of TMS – TMS Framework for planning – Route Planning – Conceptual framework of Sustainable Transportation – Green Fleet Management

Module 6: Key impacts of Industry 4.0 on Freight Operations (10 Hours)

Information Revolution –Interoperability – Information Transparency – Decentralized decision making – Products – Machines – Objects and Information Communication Technology

Text books:

1. PratibhaDeshmukh (2010), Urban Transport Planning & Management, SBS Publishers
2. Capt. G. Ramesh Khare (2019), Management & Operation Of Container Terminals & Multi-Modal Transport Logistics, Sterling Book House

References:

1. Michel Savy, June Burnham (2011), Freight Transport and the Modern Economy, Routledge Chapman and Hall
2. David Lowe (2005), Intermodal Freight Transport, Elseveir Butterworth Heinemann
3. Nagabhushana Rao S (2017), Transportation Management, New Delhi: Nidhi Book Centre.
4. Kunaka Carruthers (2014), Trade and Transport corridor management, World Bank Publications.
5. TolgaBektas(2019), Freight Transport and Distribution: Concepts and Optimisation Models , CRC Press, 1st Edition

20MS3029	INTERNATIONAL LOGISTICS	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Explore the crux of international logistics;
2. Showcase the nitty-gritty of modes of international transportation; and
3. Present the various risks involved in all modes of transportation.

Learning Outcomes:

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

1. Define the basic inputs of international logistics.
2. Explain the feasibility of decisions in relation to the selection of modes of transportation, and
3. Classify the issues related to fixing the precise INCOTERMS for the consignment.
4. Examine the process of decision-making and problem solving, specifically with regard to how world environments shape the conduct of international business.
5. Recommend the basic concepts and terminology needed to understand and perform basic logistics and trade operations services.
6. Construct the timely movement of raw materials, parts, and supplies into and through the firm.

Module 1: Basics of International Logistics (10 Hours)

Definition, Concept, and importance – Modes of International Transportation – Logistics sub systems – Modal Characteristics – International Logistics Intermediaries – Transport Cost Characteristics.

Module 2: Warehousing and Material Handling (10 Hours)

Introduction to warehousing and Material Handling – Evolution – importance and benefits – Operating Principles – Managing Warehouse Resources – Material Handling Equipment - Automated Material

Handling – Order Selection Systems – Information Directed System.

Module 3: Containerization and Chartering (10 Hours)

Genesis of Containerisation – Classification of Containers – Benefits and Constraints – Inland Container Depot (ICD) and Container Freight Station (CFS) – Container Corporation of India (CONCOR) – Chartering – Charter Party – Arbitration related to Charter party – Containers for Air cargo

Module 4: Inventory Management and Packaging (10 Hours)

Introduction to Inventory Management – Characteristics – Functionalities – components – Packaging and Packing – Functions – Designs – Kinds of Packaging – Packing for Transportation – Markings on packing – Types of Markings – Features of Markings

Module 5: Documentation (10 Hours)

Terms of Sales – INCO Terms – Documents used in International Business – Electronic Data Interchange (EDI) – Artificial Intelligence and Expert Systems in Export Import Documentation

Module 6: Key Impact of Industry 4.0 on International Logistics (10 Hours)

Electronic Data Interchange (EDI) – Geographic Positioning System (GPS) – Enterprise Resource Planning (ERP) – Distribution Requirement Planning (DRP) – Radio Frequency Identification (RFID) –Voice Recognition Technology (VRT) – Automated Guided Vehicle System (AGVS) – Automated Inventory Tracking System (AITS).

Text books:

1. Ram Singh (2015), International Trade Logistics, Oxford University Press
2. S.Sudalaimuthu and S. Anthony Raj (2015), Logistics Management for International Business: Text and Cases (2nd Revised Ed), New Delhi: Prentice Hall India Limited.

References:

1. Ganapathy and Nandhi (2015), Logistics Management, Oxford University Press
2. Pierre A. David and Richard D Stewart (2010), International Logistics: Management of International Operations (3rd Edition), Cengage Learning Custom Publishing.
3. Branch A E (2008), Global Supply Chain Management and International Logistics (1st Edition), New Delhi: ANE Books
4. Faustino Taderera (2010), Principles and Practice of International Logistics: Supply Chain, Shipping, Warehousing, LAP-Lambert Academic Publishing.
5. T. C. Edwin Cheng and Tsan-Ming Choi (2012), Innovative Quick Response Programs in Logistics and Supply Chain Management (International Handbooks on Information Systems), Springer.

20MS3030	REVERSE LOGISTICS	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Provide an understanding of the basic concepts in contract logistics;
2. Offer a broader view of reverse logistics; and
3. Cultivate the importance of delivering logistics services.

Learning Outcomes:

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

1. Locate the skills of fixing the contract logistics for their organization.
2. Explain the concept of outsourcing the logistics activities, and
3. Illustrate the possibilities of addressing delivery related issues.
4. Categorize how sustainability issues are affecting the decisions made in logistics.
5. Prioritize how evolution of contract logistics is the best solution for managing the growing international flow of goods.
6. Synthesize, implement, and manage effective and sustainable returns operations, increase revenue and reduce costs, and create value for your company and customers.

Module 1: Closed Loop Supply Chain (CLSC) and Reverse Logistics (RL) (10 Hours)

Introduction – Services attached to Closed Loop supply chain and Reverse Logistics – RL and CLSC Models – Independent reverse logistics process - Typical high-tech closed loop Supply Chain – Strategic Issues

Module 2: CLCS / RL Business (10 Hours)

Introduction – Life Cycle Management – Relationship between product installed base and service costs – Product Failure rate – Trends and Opportunities – Comparison of Consumer, Industrial and Commercial off-the-Shelf (ICOTS) – Direct Vs Reverse Logistics – General Segments of RL service business – Key characteristics of Major RL segments

Module 3: Market for CLSC and RL services (10 Hours)

CLSC / RL market segments – key trends – reasons for using RL and Repair services – General Characteristics of CLSC/ RL – The structure, size, dimensions and forecast of the market – Depot Repair and Value Added Services –Operating Dynamics of the market

Module 4: Management of High-Tech CLSC and RL (10 Hours)

Introduction – Call Management Process – CLSC/RL Strategy – factors affecting the efficiency – advanced forecasting mechanisms – control mechanisms

Module 5: Managing Consumer Goods Reverse Logistics (10 Hours)

Introduction – Structure – Distributor and Retailer of consumer goods – Consumer goods return rate – Issues related to Consumer Goods returns – Depot repair and its role

Module 6: Key impact of Industry 4.0 on Reverse Logistics (10 Hours)

Internet of Things (IoT) – Additive Manufacturing – Cloud for RL – Artificial Intelligence – Block Chain – RFID -Asset Tracking Efficiencies – Forecasting – Connected Fleets – Recycling – Improved Order Processing and Inventory Practices

Text books:

1. Harold Dyckhoff, Richard Lackes (2003), Supply Chain Management and Reverse Logistics, Springer India
2. Robert Gordon (2016), Contracting, Logistics, Reverse Logistics: The Project, Program and Portfolio Approach, Westphalia Press

References:

1. Rommert Dekker, Moritz Fleischmann, Karl Inderfurth (2010), Reverse Logistics: Quantitative Models for Closed-Loop supply chains, Springer Publishing, 2010
2. JaninaBohling (2013), Outsourcing and Third Party Logistics, Grin Verlag Publishers.
3. Jerry Davis and Curtis Greve (2012), An Executive guide to Reverse Logistics: How to find hidden profits by managing returns, Greve Davis Publishing
4. Van Wassenhove,WassenhoveInderfurth, Fleischmann Dekker (2010), Reverse Logistics, Springer Publications
5. JaninaBohling (2013), Outsourcing and Third Party Logistics, Grin Publishing, 2013

20MS3031	SUPPLY CHAIN MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Provide an understanding of the fundamental concepts in Supply Chain;
2. Provide a platform to evolve a successful supply chain performance; and
3. Offer the ways of forecasting to enhance Supply Chain planning.

Learning Outcomes:

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

1. Describe the basics of logistics management for the efficiency in performance.
2. Restate the exploring global logistics market.
3. Classify the fundamental supply chain management concepts.

4. Examine and manage an effective supply chain.
5. Justify the management of a supply chain with corporate goals and strategies.
6. Plan and improve supply chain processes.

Module 1: Basics of Supply Chain Management (SCM) (10 Hours)

Introduction – Process Mapping – Acquisition Costs – Possession Costs – Application Costs – Inspection Costs – Internal /External Failure Costs – things beyond Supply Chain.

Module 2: Developing SCM Strategy (10 Hours)

Introduction–Fitting vision and mission of an organization – need forecast – Aggregate planning and Integrated processes – Make or Buy decision – Capacity Decisions – Make decision drivers – Buy decision drivers -

Module 3: SCM Supplier (10 Hours)

Introduction – Supplier Identification and Evaluation – Selection of a Supplier – Building relationship

Module 4: Supplier Quality Systems (10 Hours)

Introduction – QS Surveys – Visits and Continuous improvements – Supplier Scorecards and measures – Issues related to QS

Module 5: Quality tools to Customers and Suppliers (10 Hours)

Introduction – Scatter Diagrams – Histogram – Tally Sheets – Pareto Analysis – Cause and Effect Diagram – Control Chart – Why-Why diagrams – Applications of MRP, ERP, CRM, CPFR

Module 6: Key impact of Industry 4.0 on Supply Chain Management (10 Hours)

Supplier Management –Smart Factories – Supplier Management – Supply Network using AI – Data backed decision making – ‘Intelligent’ Supply Chain

Text books:

1. Shah Janat (2016), Supply Chain Management: Text and Cases (2e), Pearson Education
2. Vinod V Sople (2011), Supply Chain Management: Text and Cases (1e), Pearson Education

References:

1. Sunil Chopra, PeterMeindl, Supply Chain Management: Strategy, Planning, and Operation(2015) 6th Edition Pearson Education Limited
2. Ling Li and Ling Li (2007), Supply Chain management: Techniques and practices – Enhancing the value through Collaboration, World Scientific Publishing company.
3. Robert Monczka, Robert Trent and Robert Handfield (2007), Purchasing and Supply Chain Management, International Edition: South-Western Publishing, Thomson Learning Inc.
4. Rahul V Altekhar (2009), Supply Chain Management: Concepts and cases (1st Edition), New Delhi: Prentice Hall India Pvt Ltd.
5. Janat Shah (2016), Supply Chain Management 2/e: Text and Cases, Pearson Education India.

20MS3032	MATERIALS AND INVENTORY MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Provide an understanding of the basic concepts in Materials and inventory management
2. give an insight about the cost aspects of Inventorying; and
3. Provide an overview of the inventory control system.

Learning Outcomes:

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

1. Describe the flow of materials and services throughout an organization's production process, from order placement to product delivery;
2. Discuss the skills in Managing Materials and Inventory system.
3. Illustrate Materials and inventory safety stock options.
4. Investigate the successful inventory management methods.
5. Justify the optimal processes to both satisfy customers and maximize company profits

6. Equip with latest tools and techniques of materials management

Module 1: Basics of Materials Management (10 Hours)

Introduction – Supply Chain metrics – Production Planning Systems: Manufacturing planning and control systems – Sales and Operations Planning –Manufacturing Resource Planning –ERP – Making Production Plan

Module 2: Master Scheduling (10 Hours)

Introduction – Relationship to Production Plan – Developing Master Production Schedule – Production Planning – Master Scheduling and Sales Planning

Module 3: Materials Requirements Planning (MRP) (10 Hours)

Introduction – Bills of Materials – Materials Requirement Planning Process – Using MRP effectively

Module 4: Capacity Management (10 Hours)

Introduction – Capacity Planning – Capacity Requirement Planning (CRP) – Capacity Available – Capacity Required – Scheduling Orders – Making the plan – Demand Forecasting

Module 5: Inventory Management Fundamentals (10 Hours)

Introduction – Aggregate Inventory Management – Functions and objectives of Inventories – Order Quantities – Types of Inventory – Inventory Techniques – Inventory Control System

Module 6: Key impact of Industry 4.0 on Materials and Inventory Management (10 Hours)

Inventory level efficiency – Lead times – Agile Supply Chains –Physical and Cloud Integration

Text books:

1. N. Chapman Stephen, Arnold J. R. Tony, et al.(2017), Introduction to Materials Management, Pearson Education
2. RadoslawSliwka (2019), Inventory Management Fundamentals: A handbook of inventory management techniques (1e), Smart Project Publisher

References:

1. S.N.Chary (2009), Production and Operations Management, Tata McGraw-Hill Education.
2. Richard J. Tersine (1993), Principles of Inventory and Materials Management (4th Edition), Pearson Limited
3. Gopalakrishnan (2009), Materials Management (1st Edition), New Delhi: PHI Learning Pvt Ltd.,
4. A.K. Datta (2009), Materials Management: Procedures, Text and cases (2nd Edition), New Delhi: PHI Learning Pvt Ltd.,
5. John W. Toomey (2000), Inventory Management: Principles, concepts and Techniques (Materials Management Logistics series), London: Springer – VerlagGmbh.

20MS3033	PURCHASING AND STRATEGIC SOURCING	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Offer a broader outlook on purchasing function;
2. Figure out the possibilities of strategic outsourcing through conceptual analysis; and
3. Provide an overview of the Strategic outsourcing quality.

Learning Outcomes:

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

1. Describe the purchasing operations and its structure;
2. Explain the possibilities of effective strategic outsourcing analysis; and
3. Classify the quality of strategic outsourcing and its process.
4. Identify requests for proposals, quotations and tenders, including e-procurement.
5. Prioritize a wide variety of strategic sourcing and procurement tools and techniques.
6. Synthesize risk analysis and evaluate submissions

Module 1: Purchase Operations and Structure (10 Hours)

Introduction – The purchase process – Purchasing policy and procedures – Supply Management Integration

for competitive advantage – Purchasing and Supply Chain Organisation

Module 2: Strategic Sourcing (10 Hours)

Introduction – Supply Management and Commodity Strategy Development – Supplier Evaluation and Selection – Supplier Quality Management – Supplier Management and Development – Worldwide Sourcing

Module 3: Strategic Sourcing Process (10 Hours)

Introduction – Strategic Cost Management – Purchasing and Supply Chain Analysis: Tools and Techniques – Negotiation – Contract Management – Purchasing law and ethics

Module 4: Critical Supply Chain Elements (10 Hours)

Introduction – Lean Supply Chain Management – Purchasing services – SC Information Systems and Electronic sourcing – Performance Measurement and Evaluation

Module 5: Purchasing and Supply Chain Trends (10 Hours)

Introduction – Strategic Importance -Outsourcing of Non-Core Competencies - Developing and Managing Suppliers - Improving Supplier Relationships - Designing and Operating Multiple Supply Networks to Meet Customer Requirements

Module 6: Key impact of Industry 4.0 on Purchasing and Outsourcing (10 Hours)

Digital Transaction -E-Procurement –Client integration –AI based product performance and Life Cycle Management

Text books:

1. W.C. Benton (2015), Purchasing and Supply Chain Management, McGraw Hill Education
2. P. Gopala Krishnan (2017), Purchasing and Materials Management (1e), New Delhi: McGraw Hill Education (India) Pvt Ltd

References:

1. PatidarJeet (2011), Purchasing and Materials Management (2nd Edition), New Delhi: S. Chand and Company
2. Sarika Kulkarni (2011), Purchasing and Inventory Management (1st Edition), Shroff Publications.
3. Mohsen Shirani (2012), Strategic Outsourcing, LAP-Lambert Academic Publishing.
4. Folinas (2012), Outsourcing Management for Supply chain Operations and logistics services, Information Science Reference.
5. Douglas Smock, Robert Rudzki, Stephen Rogers (2007), On-Demand Supply Management: World-Class Strategies, Practices and Technology Hardcover, J Ross Publishing.

20MS3034	MARKETING CHANNEL DESIGN AND DISTRIBUTION PLANNING	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Cover the wider spectrum about the marketing channel design and distribution planning;
2. Offer the various distribution strategies; and
3. Provide knowledge on the effective management of pricing and revenue.

Learning Outcomes:

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

1. Describe the distribution strategies of his/her firm.
2. Explain the ideas into the effective managing of their distribution functions; and
3. Examine the efficiency in Pricing and revenue management in Supply Chain.
4. Identify the various marketing channel systems, including the role of channel participants and the business environment in which the channels operate.
5. Justify channel strategies and structures for various channel members.
6. Construct electronic and franchise marketing channels and the special characteristics of services in channel management.

Module 1: Marketing Channel Framework

(10 Hours)

Introduction - The Elements of Successful Marketing Channels - Evolution of Marketing Channels - Channel Intermediaries: The Customer Value Mediators - Channel Relationship Model (CRM) - The CRM: Compass Points

Module 2: Channel Role in a dynamic marketplace

(10 Hours)

Introduction - Channel Behaviours in Competitive Environments - Channel Roles in the Exchange System - Supplier Relationships - Customer Relationships - Lateral Relationships - Establishing Channel Role Identities

Module 3: Marketing Channel Organisation

(10 Hours)

Introduction to Sales Channels -Direct Sales – Distributors - Manufacturers Representatives Distribution - Value Added Resellers - Other Channel Resources - Best customers - Worst customers – Retail - Shelf Space

Module 4: Marketing Channel Climate

(10 Hours)

Introduction - Channel Climate: When Relationships Get Heated - Important Channel Climate Behaviours - Achieving Cooperative Channel Climates - Conflict Resolution and Channel Climate - Compliance Techniques - Relationship Building in Marketing Channels - Nurturing Channel Relationships - Improving Channel Performance through Cooperation

Module 5: Conflict Resolution Strategies

(10 Hours)

Introduction – Negotiation - Problem-Solving Strategies - Persuasive Mechanisms - Legalistic Strategies - Managing Conflict through Managing Channel Climate - Interdependence

Module 6: Key impact of Industry 4.0 on Channel and Distribution

(10 Hours)

AI based demand forecasting and determining – AI based life cycle management, digital supply chain relations – AI based channel coordination

Text books:

1. Tapan K. Panda and Sunil Sahadev (2019), Sales and Distribution Management (3e), Oxford University Press
2. Bert Rosenbloom (2012), Marketing Channels: A Management View, Cengage Publishers

References:

1. Ross (2014), Distribution Planning and Control (2nd Edition), Springer Publications
2. Liwen Chen (2016), Issues in Operations Management and Marketing interface research: Competition, product line design and channel coordination, Proquest, UMI Dissertation Publishing.
3. PingaliVenugopal (2001), Marketing Channel Management: A customer – centre Approach (1st Edition), SAGE Publications India Pvt Ltd.
4. Donald Waters (2010), Global Logistics and Distribution Planning and Strategies for Management (Revised Edition), CRC Press.
5. Kenneth ROLNICKI(1998), Managing Channels of Distribution: The Marketing Executive's Complete Guide, AMACOM

20MS3035	ENTERPRISE RESOURCE PLANNING	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Make students understand the systems which integrate internal and external management information across an entire organization.
2. Understand the nuances of ERP
3. Know the advantages and the future prospects of ERP

Learning Outcomes:

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

1. Describe the ERP models and information flows underlying the ERP software.

2. Discuss how integration works in an enterprise system, and the linkages with organizational processes.
3. Examine the basic principles and issues behind the ERP system design and configuration.
4. Identify the issues involved in ERP implementation.
5. Assess the benefits, risks and people behind ERP product.
6. Construct the integration of various business modules in ERP.

Module 1: Fundamentals of ERP

(10 Hours)

The Evolution of Information Systems - ERP Software Emerges: SAP and R/3ERP for Midsized and Smaller Companies - Choosing Consultants and Vendors - The Significance and Benefits of ERP Software and Systems

Module 2: ERP and Business

(10 Hours)

Business Process Reengineering, Data Warehousing, Data Mining, Product Life cycle Management. ERP Implementation Life cycle

Module 3: ERP Implementation

(10 Hours)

Implementation methodologies, ERP project teams, Process definition, Vendors and Consultants, contracts with vendors and consultants, Data migration, Project management and Monitoring, Success and failure factors of an ERP implementation.

Module 4: ERP Modules

(10 Hours)

Business Modules of an ERP Package: Finance, Manufacturing, Human Resources. Business Modules of an ERP Package: Plant Maintenance, Materials Management, Quality Management, Marketing, Sales, Distribution and services.

Module 5: ERP Vendors

(10 Hours)

The various companies which supply ERP products: SAP, Oracle, Peoplesoft, JD Edwards- ERP and the internet - Future Directions trends in ERP

Module 6: Key impact of Industry 4.0 on ERP

(10 Hours)

Data Utilisation – Data Integration - Data Interpretation – Data Security – Ethical Practices of Data Ownership and maintenance

Text books:

1. Leon,A.(2019). Enterprise Resource Planning Demystified (4thEdn.),Tata McGraw Hill:India
2. Rajesh Ray (2017), Enterprise Resource Planning (1e), McGrawHill Education

References:

1. Leon,A.(2003). Enterprise Resource Planning Demystified (3rdEdn.),Tata McGraw Hill, India
2. Murthy,C.S.V.(2006), Enterprise Resource Planning (2ndEdn.),Cengage learning, Delhi
3. Sadagopan,S.(2006) Enterprise Resource Planning(2ndEdn.),Cengage learning, Delhi
4. Monk,K.(2007) Enterprise Resource Planning(1stEdn),Cengage Learning, New Delhi
5. Vinod,G.K, Venkatakrishna,N. K.(2006) Enterprise Resource Planning (2ndEdn.),Concepts and Practices Cengage learning : Delhi

20MS3036	SPATIAL DATA ANALYTICS	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Make students understand trends and patterns of trade
2. Teach students how to manage business information effectively
3. Map manufacturing, clients, processing units, supplier locations, distribution centers, and routing of vehicles.

Learning Outcomes:

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

1. To understand to manage business information effectively at the end of the course.
2. To develop the habit of using GIS in route selection and vehicle routing

3. To use the information system effectively for best distribution practices
4. To evaluate the optimum network feasibility
5. To assess the best solutions for the clients
6. To see better location and Network Analysis

Module 1: Spatial Data Analytics

(10 Hours)

Introduction - Geographic Information System (GIS) - Definition – Principles – Concepts –Components of GIS, Functions of GIS, Uses of GIS ; Important GIS Vendors – ESRI – ArcGIS, MAPINFO, GEOMEDIA - Open sourceGIS-QGIS.

Module 2: Data Sources

(10 Hours)

Data sources (Open Source for Vector data - GLCF, Google Earth, Bing Maps, Bhuvan for Raster data) Data acquisition from data sources – (Topographic, Cartographic, Remotely sensed, Census, other records and Surveys).

Module 3: Data Processing

(10 Hours)

Introduction - Data input -Scanning, Registration, Digitizing, Editing. GIS data– Spatial and Attribute data.Data types- spatial, attribute, topology

Module 4: Spatial Data Models

(10 Hours)

Spatial data models – Raster and vector – advantages and disadvantages Data conversion. R2V, V2R. SHP, DXF etc., Attribute data models – Hierarchical, relational and network.Database Management Systems: types -merits and demerits.

Module 5: Data Analysis

(10 Hours)

Introduction - GIS data analysis – Query (onscreen query, attribute query, spatial query) Classification, reclass, Overlay, Buffer, interpolation Advanced analysis – Network analysis, Terrain analysis, Morphometric analysis, creation of TIN and DEM and multi criteria evaluation(MCE). GIS Application: GIS as a Decision Support System, GIS for Business solutions, application of GIS in Land Information System and site suitability analysis, probability analysis, Location and Network analysis

Module 6: Key impact of Industry 4.0 on Spatial Data Analytics

(10 Hours)

GID – Traffic Location – Space identification and management –Digital Twinning - Global Wifi – Big Data Industrial Agglomeration

Text books:

1. Eric Pimpler (2017), **Spatial Analytics with ArcGIS**, Ingram short title Publishers
2. Alex David Singleton, Seth Spielman, David Folch(2017), **Urban Analytics (Spatial Analytics and GIS)**, SAGE Publications Ltd

References:

1. Aronoff S. Geographic Information Systems: A Management Perspective, DDL Publication Ottawa,1989.
2. Chang, & K.-T. (2008). Introduction to geographic information systems. Boston: McGraw-Hill.
3. Davis, B. E. (2001). GIS: A visual approach. Albany, NY: Delmar Thomson Learning.
4. Fraser Taylor D.R. Geographic information Systems. Pergamon Press, Oxford,1991.
5. Maquire D.J.M.F. Goodchild and D.W. Rhind (eds.). Geographic information Systems: Principles and Application. Taylor & Francis, Washington,1991.

20MS3037	PORT MANAGEMENT IN LOGISTICS	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Learn Port structure, functions, and operations.
2. Understand the Airport management for logistics.
3. Learn the role of intermediaries in Port Management

Learning Outcomes:

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

1. Relate knowledge of Port and Airport Management for Logistics.
2. Discuss the functions of major and minor ports
3. Examine the operational functions of Administrative peoples
4. Categorize the Berth and Terminal facilities of each Indian Ports
5. Assess the port technologies of India and the rest of the world
6. Synthesize the port, ship and berth times to offer effective logistics to clients

Module 1: Port Structure and Functions**(10 Hours)**

Definition –Major Ports, Minor Ports and Intermediate Ports –Layout of a Ports – Organisational structure – Fundamental observations - Infrastructure and connectivity

Module 2: Port Functions and Operations:**(10 Hours)**

Administrative functions - Operational functions. Main services: Services and facilities for ships - Administrative formalities - Cargo transfer - Services and facilities for cargo - Additional “added value” service- Ports and their stakeholders like PHO, Immigration, Ship agents, Stevedores, CHA. Port Operations: Berths and Terminals - Berth Facilities and Equipment - ship Operation – Preshipment planning, the stowage plan and on-board stowage - cargo positioning and stowage on the terminal - Developments in cargo/container handling and terminal operation

Module 3: Cargo Safety**(10 Hours)**

Introduction - Safety of cargo operations - Cargo security: Measuring and evaluating performance and productivity.

Module 4: Port Development**(10 Hours)**

Phases of port development - Growth in world trade - Changes in growth Development in terminal operation. Shipping technology and port: Ship knowledge Ship development and port development - Port time and ship speed - Other technical development affecting port.

Module 5: Port Administration and Privatization**(10 Hours)**

Introduction - Port Administration Ownership and Management Port ownership structure- Types of port ownership and administration – Organizations concerning ports - Boards governing the ports - Port management development Rise and fall of Ports - information technology in ports. Port ownership in Indian context: Acts governing the Ports in India - Port ownership structure in India. Port reform: Framework for port reform - Evolution of ports in a competitive world Alternative Port Management Structure and Ownership Models.

Module 6: Key impact of Industry 4.0 on Port Management**(10 Hours)**

Introduction – Automation and Robotics in Cargo Handling and Administration – E-Tracking – AI based smart ports

Text Books:

1. Professor Dong-Wook Song, PhotisPanayides (2015), Maritime Logistics: A Guide to Contemporary Shipping and Port Management (2e), Kogan Page
2. Patrick M. Alderton. 2008, Port Management and Operations. Information Law Category, U.K.

Reference Books

1. Harry Geerlings, Bart Kuipers, et al.(2017), Ports and Networks: Strategies, Operations and Perspectives (1e), Routledge
2. World Bank. 2007, Port Reform Tool Kit. World Bank, Washington.
3. Maria G.Burns. 2014., Port Management and Operations. CRS Press,U.K.
4. Alan E.Branch. 2008, Elements of Shipping. Chapman and Hall, FairplayPublications,U.K.
5. De Monie. 1989., Measuring and Evaluating Port Performance andProductivity. UNCTAD, NewYork.

20MS3038	CONTAINERISATION MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Deliver theoretical and practical knowledge in handling methods, transportation modes and various conventions pertaining to carriage of cargo.
2. Deliver the insights of the multimodal operations
3. Provide inputs on various conventions related to world cargo movements

Learning Outcomes:

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

1. Describe the different concepts of containerisation
2. Explain the characteristics of containerized cargoes
3. Examine the multimodal possibilities for cargo movement
4. Categories the shipping services available for trade movement
5. Justify the various policies been evolved through conventions
6. Plan appropriate containerization package for a given consignment

Module 1: Containerization

(10 Hours)

Introduction - Major Container Trades - Container Operators - Container Ships - Terminal- Consideration of Container Terminal Planning - Container Distribution – Containertypes - ISO Container Dimension by types - Non-Containerisable cargo - Features of Containerization - Equipment for non-containerisable cargo.

Module 2:

(10 Hours)

Cargoes: International Trade Distribution - Stowage: Meaning - Stowage of cargo – Factor Consideration - Types of cargo - Characteristics - Cargo and Container handling equipment - Types of Packing- Marking of cargo - Dangerous Cargo - IMDG Code –Classes.

Module 3: Multimodalism

(10 Hours)

Introduction - Multi modalism: Multi-modal Trade Routes - Evolution - Basic Intermodal System - Modal Interface Factors outline why shipper favour Multi-modalism - Factors in Development Features -Multi-Modalism Strategy –Components.

Module 4: Multi Modal Operation

(10 Hours)

Introduction - Liners - Tramps - Specialized Vessels - Terms - Road transport vehicle – Road Transport Weight and Measurement - Rail Transport Vehicle and Equipment – Air Transport - Ports - LCL - FCL - NVOCC - Freight forwarders - Consolidator - ICD CFS- Free Trade Area - SEZ - Factors affecting mode and route choice.

Module 5: Conventions on Multimodal Transport

(10 Hours)

Introduction - Conventions relating to multimodal transport: Cargo Liability Convention: International Conventions relating to Bill of Lading (The Hague and Hague/Visby Rules (Appendix 8) - Hamburg Rule - Convention relating to through Transport operation by Land, Rail, Air - Conventions relation to Dangerous Cargo - Carriage of Perishable Goods - International Convention for safe containers 1972 (CSC).

Module 6: Key impact of Industry 4.0 on Packaging and Containerization Industry (10 Hours)

Introduction –RFID for container identification – Empty container identification and movement using cloud computing

Text books:

1. Rolf Neise, Rolf Neise (2018), **Container Logistics: The Role of the Container in the Supply Chain (1e)**, Kogan Page
2. Harry Geerlings (2017), **Ports and Networks: Strategies, Operations and Perspectives (1e)**, Routledge

Reference:

1. Hariharan, K. V. (2002) A Textbook on Containerization and Multimodal Transport. Shroff Publishers and Distributors: New Delhi.
2. Alan E Branch & Michael Robarts (2014) Branch's Elements of Shipping. 9th Edition,

- Routledge Publication.
3. Claus, Hyldager (2013) Logistics and Multi-modal Transport. 2013 Edition, Institute of Chartered Shipbrokers.
 4. H. Haralambides (2015), Port Management, Palgrave Macmillan
 5. Kevin Tierney (2015), Optimizing Liner Shipping Fleet Repositioning Plans (Operations Research/Computer Science Interfaces Series Book 57), Springer

20MS3039	SUPPLY CHAIN RISK MODELING AND MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Provide insight on Supply Chain Risk involved
2. Offer inputs on valuable perspectives on supply chain vulnerabilities. With emphasis on data, models and modeling systems the students can analyze supply chain planning problems.
3. Offer the basic knowledge of planning to get rid of SC risk

Learning Outcomes:

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

1. Identify and Analyze Business Models, Business Strategies and, corresponding Competitive Advantage.
2. Formulate and implement Warehouse Best Practices and Strategies.
3. Examine the fundamentals of optimization models in SCM
4. Prioritize the management of Supply Chain Risk
5. Identify the SC Risks in the business process
6. Plan a best model for a SC with less risk or no risk

Module 1: Supply Chain Management

(10 Hours)

Supply Chain Management - Integrated Planning and Models - Supply Chain Models & modeling Systems – Supply Chain Decision Databases – Data Aggregations, Facility Data, Transportation Network data, Supplier Data – Integrating Supply Chain & Demand Management, Price & location Sensitive Revenue Curves

Module 2: Supply Chain Models

(10 Hours)

Integrated Planning and Models - Supply Chain Models & modeling Systems – Supply Chain Decision Databases – Data Aggregations, Facility Data, Transportation Network data, Supplier Data – Integrating Supply Chain & Demand Management, Price & location Sensitive Revenue Curves

Module 3: Fundamentals of Optimization Models

(10 Hours)

Fundamentals of Optimization Models – Linear programming Modelling – Resource Allocation Model, Infeasible & Unbounded Models, Multiperiod Resource Allocation Model, Network Models., Properties of Linear Programming Models, Dual Linear Programming Model, Parametric & Sensitivity Analysis., Spread sheet and Multiple Objective, unified Optimization, Stochastic Programming. Mixed Integer Programming Modelling, Distribution Centre Location Models, Supply Chain Network Optimization Models, Optimization Software.

Module 4: SC Risk and Management

(10 Hours)

Risk and Management - Risk in the Supply Chain, Features of Risk, Decisions & Risk, Structure of Decisions, Decisions with uncertainty, Risk, ignorance, Managing Risk Structure of a Supply Chain, Increasing Risk, Trends in Supply Chain Management. Integration of supply Chains, Cost Reduction, Agile logistics, E – Business, Globalization, Outsourcing, Changing practices in Logistics. Approaches to Risk Management

Module 5: Identifying SC Risks

(10 Hours)

Types of Risks, Tools for analyzing past events, Operations, Problems with Risk Identification, Measuring Risk, Consequences of Risk, Responding to Risk – Alternative responses, Defining Options, Choosing the best response, Implementation & Activation, A Network view of Risk – Shared Risks, Achieving an Integrated approach, Analyzing & responding to risks.

Module 6: Key impact of Industry 4.0 on Supply Chain Risks

(10 Hours)

Smart Supply Chain Integrity in data integration –Hacking –Human Machine Interactions (HMI) –Human Robot Interactions (HRI) – Cyber Physical Systems (CPS)

Text books:

1. Gregory L. Schlegel, Robert J. Trent Supply Chain Risk Management: An Emerging Discipline (Resource Management) Hardcover – Import, 3 Nov2014.
2. Donald Waters – Supply Chain Risk Management, Published by the Chartered Institute of Logistics & Transport, U.K

References:

1. Jeremy F. Shapiro, Modelling the Supply Chain, Duxbury Publications.
2. Stephen Pryke (2019), Successful Construction Supply Chain Management: Concepts and Case Studies (2e), Wiley-Blackwell;
3. Konstantin Kogan, Charles S. Tapiero (2007), Supply Chain Games: Operations Management and Risk Valuation (International Series in Operations Research & Management Science), Springer
4. Teresa Wu, Jennifer Vincent Blackhurst (2009), Managing Supply Chain Risk and Vulnerability: Tools and Methods for Supply Chain Decision Makers, Springer
5. Barbara B. Flynn, Xiande Zhao (2014), Global Supply Chain Quality Management: Product Recalls and Their Impact (Supply Chain Integration Modeling, Optimization and Application) (1e), CRC Press

20MS3040	LEAN SIX SIGMA IN LOGISTICS & SUPPLY CHAIN MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

The objectives of the course are to:

1. Introduce the fundamental Lean manufacturing and Six Sigma principles in logistics and its application in supply chain management.
2. Understand the wastages and model of lean logistics.
3. Understand the tools and technique for implementation of Lean manufacturing and Six Sigma in logistics.

Learning Outcomes:

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

1. Summarize and explain the concepts of lean in logistics
2. Identify, compare and contrast the wastages of lean logistics and the different types of lean logistics
3. Describe the logistics bridge model
4. Assess the different types of flow and capability
5. Design and illustrate the current and future state mapping of Value Stream Mapping (VSM)
6. Examine, evaluate and plan the implementation of SPC tools using Six Sigma methodologies

MODULE 1: Lean Six Sigma Logistics and Supply Chain

(10 Hours)

Lean and the Logistician – Six Sigma and the Logistician – Logistics bridge model –Importance of Logistics and Supply Chain Management.

MODULE 2: The Logistics and Supply Chain Wastes

(10 Hours)

Waste of Inventory – Waste of Transportation – Waste of Space and Facilities: Logistics and Warehousing – Waste of Time – Waste of Packaging – Waste of Administration – Waste of Knowledge

MODULE 3: Logistics Bridge Model

(10 Hours)

Importance of Logistics Bridge model – Logistics Flow: Asset Flow, Inventory Flow, Fixed Assets Flow, Information Flow, Financial Flow – Capability: Predictability, Stability, Visibility.

MODULE 4: Lean Technique: Value Stream Mapping

(10 Hours)

Value Stream Mapping (VSM) – Material and Information Flow – VSM symbols –Identification of Product or Product Family – Current-State Mapping – Future-State Mapping –Plan and Implementation in logistics.

MODULE 5: Six Sigma Tools**(10 Hours)**

Define–Measure–Analyze–Improve–Control (DMAIC) – SIPOC model – VOC – CTQ – Seven Quality or SPC Tools such as Pareto Analysis, Cause and Effect Diagram, Control Charts etc. –Process Capability Analysis (Cp, Cpk)– Plan and Implementation in logistics.

MODULE 6: Key impact of Industry 4.0 on Lean Six Sigma in Supply Chain and Logistics(10 Hours)

Industry alignment through Digitalisation – VSM – Innovation in Internet of Things in networking – Intelligent Machines

Text books:

1. Paul Myerson (2012), “Lean Supply Chain and Logistics Management (1e), McGraw Hill Education
2. James William Martin (2014), Lean Six Sigma for Supply Chain Management,(2E) McGraw-Hill

References

1. Thomas Gold (2005), “Lean Six Sigma Logistics – Strategic Development to Operational Success” (6e), Ross Publication
2. Elizabeth and Cudney (2012), Implementing Lean Six Sigma throughout the Supply Chain: The Comprehensive and Transparent Case Study (1e), Productivity Press
3. Liker, J., (2004), The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer, McGraw-Hill Education
4. Pyzdek, T. and Keller (2014), P. A., The Six Sigma Handbook, Fourth Edition, McGraw-Hill Professional
5. Souraj Salah and Abdur Rahim (2019), An Integrated Company-Wide Management System: Combining Lean Six Sigma with Process Improvement (1e), Springer

**DEPT. OF MANAGEMENT
STUDIES**

LIST OF COURSES

Course code	Name of the course	Credits
18MS3106	Business Analytics	3:0:0
18MS3107	Industrial Safety	3:0:0
18MS3108	Cost Management for Engineering Projects	3:0:0
19MS2001	Basic Course in Entrepreneurship	3:0:0
19MS2002	Advanced Course in Entrepreneurship	3:0:0
19MS3001	Organizational Behavior and Management	3:0:0
19MS3002	Marketing Management	3:0:0
19MS3003	Accounting For Managers	3:1:0
19MS3004	Quantitative Techniques for Management	3:1:0
19MS3005	Legal Aspects of Business	3:1:0
19MS3006	Economics for Managers	3:0:0
19MS3007	Business Analytics	3:0:1
19MS3008	Human Resource Management	3:0:0
19MS3009	Financial Management	3:1:0
19MS3010	Production and Operations Management	3:1:0
19MS3011	Management Information System & E-Commerce	3:0:0
19MS3012	Corporate Strategy	3:0:0
19MS3013	Business Research Methods	3:1:0
19MS3014	Data Analysis for Business Decisions	0:0:2
19MS3015	Business Decision Models	0:0:2

18MS3106 BUSINESS ANALYTICS

Credits: 3:0:0

Course Objectives:

Enable the students to:

- Appraise the role of business analytics within an organization.
- Analyze data using statistical and data mining techniques and understand relationships between the underlying business processes of an organization
- Gain Insights on how managers use business analytics to formulate to solve business problems and to support managerial decision making.

Course Outcomes:

Equip the students to:

- Familiarise with processes needed to develop, report, and analyze business data.
- Articulate the ability of think critically in making decisions based on data and deep analytics.
- Analyze and solve problems from different industries such as manufacturing, service, retail, software, banking and finance etc.
- Exhibit the ability to use technical skills in predicative and prescriptive modeling to support business decision making.
- Have the ability to translate data into clear, actionable insights.
- Manage business process using analytical and management tools

Module 1 Business analytics:

Overview of Business analytics, Scope of Business analytics, Business Analytics Process, Relationship of Business Analytics Process and organization, competitive advantages of Business Analytics. Statistical

Tools: Statistical Notation, Descriptive Statistical methods, Review of probability distribution and data modelling, sampling and estimation methods overview.

Module 2 Trendiness and Regression Analysis:

Modelling Relationships and Trends in Data, simple Linear Regression. Important Resources, Business Analytics Personnel, Data and models for Business analytics, problem solving, Visualizing and Exploring Data, Business Analytics Technology.

Module 3 Organization Structures of Business analytics:

Team management, Management Issues, Designing Information Policy, Outsourcing, Ensuring Data Quality, Measuring contribution of Business analytics, Managing Changes.

Descriptive Analytics, predictive analytics, predicative Modelling, Predictive analytics analysis, Data Mining, Data Mining Methodologies, Prescriptive analytics and its step in the business analytics Process, Prescriptive Modelling, nonlinear Optimization.

Module 4 Forecasting Techniques:

Qualitative and Judgmental Forecasting, Statistical Forecasting Models, Forecasting Models for Stationary Time Series, Forecasting Models for Time Series with a Linear Trend, Forecasting Time Series with Seasonality, Regression Forecasting with Casual Variables, Selecting Appropriate Forecasting Models. Monte Carlo Simulation and Risk Analysis: Monte Carlo Simulation Using Analytic Solver Platform, New-Product Development Model, Newsvendor Model, Overbooking Model, Cash Budget Model.

Module 5 Decision Analysis:

Formulating Decision Problems, Decision Strategies with or without Outcome Probabilities, Decision Trees, The Value of Information, Utility and Decision Making.

Module 6 Recent Trends:

Embedded and collaborative business intelligence, Visual data recovery, Data Storytelling and Data journalism.

References:

1. Marc J. Schniederjans, Dara G. Schniederjans, Christopher M. Starkey(2017), “Business analytics Principles, Concepts, and Applications”, Pearson FT Press.
2. James Evans , (2017), “Business Analytics”, Pearsons Education.
3. R N Prasad & Seema Acharya, (2018), “Fundamentals of Business Analytics”, Wiley India Pvt. Ltd.

18MS3107 INDUSTRIAL SAFETY

Credits: 3:0:0

Course Objectives:

Enable the students to:

- Define the importance of maintaining a safe workplace.
- Demonstrate the safety standards must be maintained in compliance with regulatory requirements and within engineering limits.
- Create a job safety analysis for a given work project

Course Outcomes:

Equip the students to:

- Prevent accidents in the plant by reducing the hazard to minimum.
- Eliminate accident caused work stoppage and lost production.
- Achieve maximum overall equipment efficiency by total productive maintenance
- Apply the appropriate the Occupational Safety and Health Act regulations
- Assess workplace injury prevention, risk management, and incident investigations.
- Implement the Total Productive Maintenance Management for better Overall Equipment Efficiency and Productivity

Module 1 Industrial safety:

Accident, causes, types, results and control, mechanical and electrical hazards, types, causes and preventive steps/procedure, describe salient points of Factories Act 1948 for health and safety, wash rooms, drinking water layouts, light, cleanliness, fire, guarding, pressure vessels, etc, Safety color codes. Fire prevention and firefighting, equipment and methods.

Module 2 Fundamentals of maintenance engineering:

Definition and aim of maintenance engineering, Primary and secondary functions and responsibility of maintenance department, Types of maintenance, Types and applications of tools used for maintenance, Maintenance cost & its relation with replacement economy, Service life of equipment.

Module 3 Wear and Corrosion and their prevention:

Wear- types, causes, effects, wear reduction methods, lubricants-types and applications, Lubrication methods, general sketch, working and applications, i. Screw down grease cup, ii. Pressure grease gun, iii. Splash lubrication, iv. Gravity lubrication, v. Wick feed lubrication vi. Side feed lubrication, vii. Ring lubrication, Definition, principle and factors affecting the corrosion. Types of corrosion, corrosion prevention methods.

Module 4 Fault tracing:

Fault tracing-concept and importance, decision tree concept, need and applications, sequence of fault finding activities, show as decision tree, draw decision tree for problems in machine tools, hydraulic, pneumatic, automotive, thermal and electrical equipment's like, I. Any one machine tool, ii. Pump iii. Air compressor, iv. Internal combustion engine, v. Boiler, vi. Electrical motors, Types of faults in machine tools and their general causes.

Module 5 Periodic and preventive maintenance:

Periodic inspection-concept and need, degreasing, cleaning and repairing schemes, overhauling of mechanical components, overhauling of electrical motor, common troubles and remedies of electric motor, repair complexities and its use. Definition, need, steps and advantages of preventive maintenance. Steps/procedure for periodic and preventive maintenance of: I. Machine tools, ii. Pumps, iii. Air compressors, iv. Diesel generating (DG) sets,

Module 6 Repair Cycle concept:

Program and schedule of preventive maintenance of mechanical and electrical equipment, advantages of preventive maintenance. Repair cycle concept and importance

References:

1. Maintenance Engineering Handbook, Higgins & Morrow, Da Information Services.
2. Maintenance Engineering, H. P. Garg, S. Chand and Company.
3. Pump-hydraulic Compressors, Audels, Mcgrew Hill Publication.
4. Foundation Engineering Handbook, Winterkorn, Hans, Chapman & Hall London.

18MS3108 COST MANAGEMENT FOR ENGINEERING PROJECTS

Credits: 3:0:0

Course Objectives:

Enable the students to:

- Define the Cost Management Process and Cost behavior
- Demonstrate on Project Management start and close.
- Implement the costing techniques for managerial decision making

Course Outcomes:

Equip the students to:

- Apply the relevant cost classification for decision making
- Relate the application knowledge on projects and its execution
- Articulate the impact of BEP and CVP analysis
- Prepare variance reporting, and perform budgetary analysis.

- Assess recent tools and techniques used in cost management in decision making
- Analyse the applicability of Balance Score card in business.

Module1 Introduction and Overview of the Strategic Cost Management Process

Cost concepts in decision-making; Relevant cost, Differential cost, Incremental cost and Opportunity cost. Objectives of a Costing System; Inventory valuation; Creation of a Database for operational control; Provision of data for Decision-Making.

Module 2 Project:

Meaning, Different types, why to manage, cost overruns centres, various stages of project execution: conception to commissioning. Project execution as conglomeration of technical and non technical activities. Detailed Engineering activities. Pre project execution main clearances and documents

Module 3 Project team:

Role of each member. Importance Project site: Data required with significance. Project contracts. Types and contents. Project execution Project cost control. Bar charts and Network diagram. Project commissioning: mechanical and process

Module 4 Cost Behavior and Profit Planning Marginal Costing:

Distinction between Marginal Costing and Absorption Costing; Break-even Analysis, Cost-Volume-Profit Analysis. Various decision-making problems.

Module 5 Standard Costing and Variance Analysis :

(Material & Labor variances only) Pricing strategies: Pareto Analysis. Target costing, Life Cycle Costing. Costing of service sector. Just-in-time approach, Material Requirement Planning, Enterprise Resource Planning, Total Quality Management and Theory of constraints. Activity Based Cost Management, Bench Marking; Balanced Score Card and Value Chain Analysis.

Module 6 Budgetary Control :

Flexible Budgets; Performance budgets; Zero-based budgets. PERT/CPM, Transportation problems, Assignment problems, Simulation, Learning Curve Theory.

References

1. Cost Accounting A Managerial Emphasis, Prentice Hall of India, New Delhi
2. Charles T. Horngren and George Foster, Advanced Management Accounting, Pearson, Delhi
3. Robert S Kaplan Anthony A. Alkinson, Management & Cost Accounting, Pearson, Delhi
4. Ashish K. Bhattacharya, Principles & Practices of Cost Accounting, A. H. Wheeler publisher
5. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw Hill Book Co. Ltd.

19MS2001 BASIC COURSE IN ENTREPRENEURSHIP

Credits: 3:0:0

Course Objectives

Enable the students to:

- Discover their areas of strength, interest and passion.
- Assess opportunity in every problem.
- Identify customers and create Business model.

Course Outcome

Equip the students to:

- Demonstrate opportunities in problem and solve them.
- Build problem hypotheses comprising one or two probable customer types.
- Apply product adoption chasm for setting up viable businesses.
- Analyse LEAN entrepreneurship and how to create and present their business model across a variety of stakeholders.
- Illustrate MVP - Customer validation interviews and in continuous/small iterations, changing the MVP as required using the BUILD-MEASURE-LEARN feedback loop.

- Choose the target customer via channel development, digital and offline marketing and media.

Module 1 Introduction & IDEA/Problem

Discover Yourself, Find your flow, Effectuation, Case Study: Tristan Walker: The extroverted introvert, Identify your entrepreneurial style, Business opportunity and how to identify it, Find problems around you that are worth solving, Methods for finding and understanding problems - (Observation, Questioning, DT, Jobs to be done (JTBD), Run problem interviews to understand the customer's worldview, Introduction to Design Thinking – Process and Examples, Generate ideas that are potential solutions to the problem identified –DISRUPT, GOOTB: Run problem interviews with prospects, Class Presentation: Present the problem you "love", Forming teams.

Module 2 Customer & Business model

The Difference between a consumer and a customer (decision maker); Market Types, Segmentation and Targeting, Defining the personas; Understanding Early Adopters and Customer Adoption Patterns, Identify the innovators and early adopters for your startup, Come up with creative solutions for the identified problems, Deep dive into Gains, Pains and “Jobs-ToBe-Done” (using Value Proposition Canvas, or VPC) Identify the UVP of your solution using the Value Proposition section of the VPC, Outcome-Driven Innovation, Class Presentation: Communicating the Value Proposition- 1 min Customer Pitch, Basics of Lean Approach and Canvas; Types of Business Models (b2b; b2c), Sketch the canvas- "Document your Plan A", Intro to Risks; Identify and document your assumptions (Hypotheses); Identify the riskiest parts of your plan, Class Presentation: Present your Lean Canvas.

Module 3 Validation & Money

Differences between a Startup venture and a small business; Industry Analysis: Understanding what is Competition and it's role, Analyze competition, Case study: Blue Ocean Strategy, Identify an MVP and build it - I; Document and validate your assumptions, Build-Measure-Learn feedback loop and the MVP/Javelin Board, How to do MVP Interviews, GOOTB: Run MVP interviews, Is there a market for your product –The product-market fit test, Class Presentation: Present your MVP, Basics of how companies make money, Understand income, costs, gross and net Margins, Identify primary and secondary revenue streams, Value, price, and costs; Different pricing strategies, Understand product costs and operations costs; Basics of costing

Module 4 Team Building & Marketing and sales

How to finance business ideas, Various sources of funds available to an entrepreneur and pros and cons of each What investors expect from you, Practice Pitching to Investors and corporate. Shared Leadership, Role of a good team in a venture's success; What to look for in a team?; How do you ensure there is a good fit?, Defining clear roles and responsibilities, How to pitch to candidates to join your startup, Explore collaboration tools and techniques Brainstorming, Mind mapping, Kanban Board, Slack

Module 5 Support

Understand the difference between product and brand and the link between them, Define the positioning statement for your product/ service and how it should translate into what your customers should see about that brand in the marketplace, Building Digital Presence and leveraging Social media, Creating your company profile page, Measuring the effectiveness of selected channels, Budgeting and planning, Understanding why customers buy and how buying decisions are made; Listening skills, Sales planning, setting targets, Unique Sales Proposition (USP); Art of the sales pitch (focus on customer needs, not on product features), Follow-up and closing a sale; Asking for the sale.

Module 6 Launching a project

Importance of project management to launch and track progress, Understanding time management, workflow, and delegation of tasks, Basics of business regulations of starting and operating a business; Importance of being compliant and keeping proper documentation, How to find help to get started.

References:

1. Running Lean by Ash Maurya, 2nd Edition, O Reilly Media Inc, USA-2012
2. Entrepreneurship by Dr.Rajeev Roy, 2nd Edition, Oxford University Press-2011

19MS2002 ADVANCED COURSE IN ENTREPRENEURSHIP

Credits: 3:0:0

Course Objectives

Enable the students to:

- Define the growth assessment tools used by an Entrepreneur.
- Identify ways of growth through new products and new markets.
- Evaluate the customer to identify his needs.

Course Outcome

Equip the students to:

- Relate current situation and future possibilities for the startup.
- Implement a growth strategy and assess its implications on the overall business model.
- Demonstrate the parameters of traction and measure it.
- Apply simple and effective process on how a startup can focus in on the right channels for distribution resulting in a surge of customer acquisition.
- Build an effective sales team.
- Illustrate right mentorship and support for building a stable startup venture.

Module 1 Orientation to Growth

Growth stage is different compared to startup phase, Why Product-Market fit is not enough?, Case study, Assess readiness for growth, Chart a growth path

Module 2 Expanding Customer Base

Revisit your business model and develop few variants (more business model types), Identify additional customer segments that your solution can address, Evaluate business models for the new customer segments, Relook at the Problem Statement (can you expand the scope and scalability of your business by repositioning your problem statement?), Explore additional ways to monetize

Module 3 Traction

How to gain traction beyond early customers?, Defining traction (in quantifiable terms) and identifying the most important metrics to measure traction, Calculate cost of new customer acquisition, Estimate your customer lifetime value (LTV), Identifying waste in your operations and focusing your team on what is important for traction, The Bullseye framework, Identify Channels using Bulls Eye Framework, Measuring the effectiveness of selected channels, Budgeting and planning.

Module 4 Money

Stabilizing key revenue streams, Developing additional revenue streams (licensing, franchising), Exploring new channels and partnerships, Understanding why customers buy and how buying decisions are made; Listening skills, sales planning, setting targets, Unique Sales Proposition (USP); Art of the sales pitch (focus on customers needs, not on product features), Follow-up and closing a sale;

Module 5 Optimisation

Asking for the sale, building a professional sales team, Sales compensation and incentives, Testing price elasticity, Optimizing costs and operational expenses, Advanced concepts of costing, Financial modeling of your venture's growth, Analyzing competitor and peer's financial models

Module 6 Support

Overview of legal issues and their impact on entrepreneurs, Importance of getting professional help (legal and accounting), Importance of being compliant and keeping proper documentation, Patents and Intellectual property, Trademarks, The importance of a Mentor and how to find one, Role of business advisors and experts for specific targets in your growth plan, Capstone Project

References:

1. Dr.Rajeev Roy , “Entrepreneurship” 2nd Edition, Oxford University Press-2011
2. Dr.Vasant Desai, “The Dynamics Of Entrepreneurial Development And Management” Himalaya Publishers, 2011

19MS3001 ORGANIZATIONAL BEHAVIOUR AND MANAGEMENT

Credits: 3:0:0

Course Objectives:

Enable the students to:

- Define management concepts
- Explain individual behaviour
- outline group types and team working techniques.

Outcome:

Equip the students to:

- recall the main theories of Management
- list and define basic organizational behavior principles, and analyze how these influence behavior in the workplace.
- identify personal dimensions of personality and motivation
- obtain the desired outcome from their teams and organization's dynamics.
- analyze individual human behavior in the workplace as influenced by values, perceptions, and motivations.
- create a plan to enhance employee performance based on job performance, teamwork, job satisfaction and commitment to the organisation

Course Description: Management – POSDCORB –theories of management- Structure of organization – Delegation, Departmentalization, Direction. OB -Importance , Contributing disciplines , Hawthorne studies , Approaches to OB. Emotional Intelligence, Personality - concepts, theories - Perception , Motivation – group formation – norms – cohesiveness - group decision making – team building – conflicts and negotiation - Leadership - Leadership theories and styles, - Communication - interpersonal communication - Methods to improve interpersonal Communication. Organizational design - Organizational culture – OCTAPACE – organizational change: approaches and resistance to change – Levin's three steps model- OD interventions – sensitivity training- process consultation- survey feedback

Reference Books

1. Stephen P Robbins, Timothy A Judge, Neharika Vohra (2011), Organizational Behaviour (15th edn.), New Delhi, Pearson Education
2. Harold Koontz and Heinz Weihrich (2008), Essentials of Management (7th edn.) Tata McGraw Hill.
3. Quick, Nelson and Khandelwal (2008), Organisational Behaviour (7th edn.), India: Cengage Learning.
4. Khanka S. S. (2007), Organisational Behaviour, S Chand & Company ISBN-13: 978-8121920148
5. Edward Rose, edited by Michael Butler, (2011), Introduction to Organizational Behaviour (1st e), Jaico, ISBN: 9788184952797
6. Beulha Viji Christina, Organization Behaviour, Ebooks2go Inc, ISBN: 9781545712443

19MS3002 MARKETING MANAGEMENT

Credits: 3:0:0

Course Objectives:

Enable the students to:

- Define strategically marketing principles deployment
- Use key frameworks to analyze situations and make marketing decisions
- Demonstrate how to create marketing plan

Course Outcomes:

Equip the students to:

- Evaluate applicability of basic elements of marketing

- Convert 4Ps to 4Cs
- Use current trends in marketing planning and analyse the market
- Apply principles of buyer behavior to make strategic marketing decisions
- Build portfolio models in different industries
- Develop and execute marketing plans

Course Description: Marketing Principles - Evolution, Concepts, Functions, Creating customer value, satisfaction and loyalty. Marketing Essentials- Industrial and individual buyer behavior: Marketing Research – MIS – Marketing Audit – Marketing Ethics. Strategic Marketing Approaches - Segmentation - Targeting - Positioning (STP) –Industrial Markets; Creating Brands and Brand Equity –Marketing Mix - Product: Product life cycle - Pricing: Approaches, Methods; Price setting procedures – Channel Levels, Dynamics; Retailing, wholesaling, Retail Marketing and Online marketing– Logistics management Promotion: Tools - Advertisement, Sales promotion, Personal selling, Public relations. Strategic Marketing - Portfolio Models – Competitor Analysis – Customer Analysis - Strategies for Leaders, Challengers, Followers and Nichers – Internal marketing – Bench marking – Marketing modeling Approaches - Strategic Implementation and Controls - Marketing environment - Consumer behavior – Strategic market planning – Market research - New product development – Pricing and Distribution - Branding, - B2B Marketing, Services Marketing - Social Marketing-Online Marketing

References

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, “Marketing Management”, 13th Edition, Pearson Education [South Asian Edition].
2. Wilson and Gilligan, Strategic Marketing Management: Planning Implementation & Control Viva (Latest Edition).
3. Etzel, Stanton and Pandit, George Marakas, “Marketing Concepts and Cases”, 12th Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.
4. Kurtz and Boone, “Principles of Marketing”, 12th Edition, Cengage Learning India Pvt. Ltd., 2007
5. Rajen Saxzena, “Marketing Management”, 3rd Edition, Tata McGraw -Hill Publishing Company Ltd., 2006
6. Ramaswamy Namakumari, “ Marketing Management” 6th Edition, Sage Publishing

19MS3003 ACCOUNTING FOR MANAGERS

Credits:3:1:0

Course Objectives:

Enable the students to:

- Develop an insight of principles and techniques of accounting
- Demonstrate financial, cost and management accounting with its applications in different managerial situations
- Relate to the global trends in Accounting

Course Outcomes:

Equip the students to:

- Analyze and interpret the Corporate financial statements.
- Interpret, analyse and take decisions - depending on the business situations
- Construct and interpret the cash flow statements according to AS-3.
- Apply costing principles in decision making to prepare various budgets
- Develop variance reports of companies
- Assess and Interpret Break – Even point and various budgets

Course Description:

Financial Accounting - Accounting Concepts and Conventions – Golden Rules of Accounting, Preparation of Final Accounts - Accounting Standards –Indian Vs US GAAP – An overview of International Financial

Reporting Standards (IFRS), Financial Statement Analysis – Tools and Techniques used - Trend Analysis - Ratio Analysis with inferences, Cash Flows - Preparation and Analysis of Cash flows as per AS-3 requirements . Cost Accounting - Cost Concepts and Classification - Methods of Costing – Preparation of Cost Sheet – Marginal Costing: CVP- Break-even analysis - An overview of Cost Accounting Standards. Standard Costing – Types of Standards – Analysis of Variance – Budgeting: Types and Techniques.

Tutorials / Project: Analyse the Performance of Companies and apply Future Projections.

References

1. Khan MY & Jain PK , 2007, “Management Accounting”, 4th edition ,McGraw Hill
2. Jain SP & Narang KL , 2010, “Cost Accounting”, Kalyani Publishers, New Delhi, 12th Edn.,
3. Ambrish Gupta, 2018, “ Financial Accounting For management - An Analytical Perspective”, Pearson Education, 6th Edition
4. John Hampton, 1999, “Financial Decision Making, concepts, problems and cases”, Prentice Hall
5. Bhattacharya and John Deardon, 2004 “Accounting for Management”, Vikas Publishing House

19MS3004 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Credits: 3:1:0

Course Objectives:

Enable the students to:

- Collect and compile data, information and presentation of data
- Gain “Statistical Thinking”
- Develop knowledge in sampling, standard error, level of significance

Course Outcomes:

Equip the students to:

- Draw meaningful conclusions from application of statistical tools.
- Apply Statistical techniques and associate with real situations.
- Choose the correct sampling techniques and acquire the knowledge of Test of Significance
- Apply mathematics to technical problems in business management.
- Enable to make sound decisions based on its analysis.
- Develop the best possible solution to a problem using statistical techniques.

Course Description: Introduction to Statistics – Scales of Measurement – Basic statistical concepts: Population, sample, Types of Statistics, Parameter and Statistic- Frequency Distribution: Relative frequency, Cumulative frequency – Graphical presentation of Data, Measures of Central Tendency – Median, Median, Mode – Partition values: Quartiles, Deciles, Percentiles, Merits and Demerits of the various Measures of central tendency. Standard deviation, coefficient of variation – Chebyshev’s theorem – Measures of Shape: Skewness, coefficient of skewness and kurtosis, Probability - Bayes’ Theorem, Probability Distribution Random Variables – Discrete Probability distribution: Mean, Expected value, variance, Standard deviation, Binomial Distribution , Poisson Distribution , Normal approximation of binomial probabilities. Estimation & Confidence Intervals- Testing of Hypothesis: Z statistics - F test- Chi Square Test: Goodness of Fit test, Test of Independence, Test of homogeneity, Correlation & Regression, Time Series & Forecasting: Moving averages & Weighted averages, Quantitative methods for Forecasting- Smoothing techniques, trend analysis, Seasonal variation.

References

1. Naval Bajpai, Business Statistics, Pearson, 2010
2. Levin, Rubin, Statistics for Management, PHI, 2009
3. Anderson, Sweeney, Statistics for Business and Economics, Cengage, 2009
4. Aczel ,Sounderpandian, Complete Business Statistics, Tata McGraw Hill, 2009
5. Beri, Business Statistics, Tata McGraw Hill, 2010

19MS3005 LEGAL ASPECTS OF BUSINESS

Credits: 3:1:0

Course Objectives:

Enable the students to:

- Develop an approach to managing and maximizing the value of corporate legal function and analyze the dynamic nature of law
- Deal in detail with regulations in law of contract, agency, sale of goods, negotiable instruments, company law. Right to information, consumer protection, IPR etc.
- Establish business practices that complies with relevant laws in an effort to maintain ethical business practices.

Course Outcomes:

Equip the students to:

- Recall incidences where the business failure lies
- Develop basic understanding of business law from Indian perspective
- Demonstrate familiarity with issues spotting and problem solving methods employed by trained lawyers
- Apply basic legal knowledge to business transaction.
- Justify the importance of honesty and integrity and the responsibility to conduct by complying with all relevant legal rules.
- Appraise the legal environment of the organization and frame suitable strategies

Course Description:

Introduction to Business Law – Introduction - Meaning and Nature of Law - Sources of Indian Law – Structure of Indian Legal System – Manager and Legal System. Fundamentals of Contract Laws - Formation of Contracts –Principles of Contract Laws–Performance of Contract - Discharge of contract – Quasi Contract. Special Contracts - Contracts of Bailment and Pledge; Contract of Agency. Law of Sale of Goods Principles - Conditions and warranties – Remedies of Unpaid seller.Law of Negotiable Instrument. Indian Companies Regulations - Introduction - Formation of company - Memorandum of Association – Articles of Association - One person company- General Meetings -Winding up. Consumer Protection - Introduction – Definition - Consumer Rights - Consumer Disputes redressed agencies. Right To Information Act – Protecting the property of Business - Patent - Copy Right Trademark – Secret – Geographical Indications.

References

1. Bansal .C.L , “Business and corporate laws”, Excel books, New Delhi, 1st edition, Reprint, 2011.
2. Akhileshwar Pathak, Legal Aspects of Business, TATA McGraw Hill Education P Ltd, New Delhi, 4e, (2010)
3. Ravindar Kumar, “Legal Aspects of Business’ Cengage Learning India, 2nd edition, 2011.
4. Kapoor .N.D.,”Elements of merchantile law” 22nd Reprint (2011), Sulthan Chand and Sons, New Delhi, 2006
5. Tulsian, “Business Law”, 2nd Edition, (2007), TATA MC Graw Hill, New Delhi.

19MS3006 ECONOMICS FOR MANAGERS

Credits: 3:0:0

Course Objectives:

Enable the students to:

- Define micro and macro economics concepts and tools of analysis of business decisions.
- Demonstrate solutions to different managerial problems in various challenging business environmental situations.
- Relate economical variables to managerial decisions

Course Outcomes:

Equip the students to:

- Enhance the ability of the students to apply fundamental economic concepts in business decisions.
- Assess how companies react according to business cycles and market competitions.
- Determine production and cost function relationship
- Analyze the growth of GDP and other Price Indices in India
- Articulate the human development indicators in India and few other developed countries
- Apply knowledge on assessing growth of economy with various economic indicators

Course Description:

Introduction To Economics - an overview - optimization technique - nature of the firm-Objective of business firm. Market equilibrium-analysis of demand and supply-elasticity supply concepts - demand forecasting techniques.

Production And Cost Analysis - Production function –short run,long run law of production-law of returns to scale -Cost and revenue concepts-short run, long run cost-output relationship.

Market Structure - Market structure and pricing -monopoly-monopolistic competition-duopoly-oligopoly–payoff matrix-game theory and oligopoly.

Overview Of Macroeconomics - policy-aggregate supply and demand –National accounts-real vs nominal GDP - India's National Accounts-Price indexes.

Consumption -savings-investment. Business Cycle - Fiscal and monetary policy - Reserve Bank of India-functions- fiscal-monetary mix- budget- unemployment-measuring unemployment-labour market issues-Inflation-economic impact of inflation-The Philips Curve- Human Development Indicators - Sustainable development issues.

References

1. Dwivedi, D.N, Managerial Economics, Vikas publishing house Pvt.Ltd, New Delhi.(Seventh Edition)
2. Paul A Samuelson and William D. Nordhaus, Macroeconomics, McGrawHill Publication, New Delhi.(19th Edition)
3. Mankiw, Principles of Macroeconomics, Cengage Learning India Private Limited, New Delhi. (Fourth Edition)
4. Craig H. Petersen, W.Cris Lewis and SudhirK.Jain , Pearson Education, Inc. New Delhi (Fourth Edition).
5. Varshney R L &Maheswari K L., Managerial Economics , Sultan Chand & Sons, New Delhi

19MS3007 BUSINESS ANALYTICS

Credits: 3:0:1

Course Objectives:

Enable the students to:

- Demonstrate the role of business analytics within an organization.
- Analyze data using statistical and data mining techniques and understand relationships between the underlying business processes of an organization
- Gain Insights on how managers use business analytics to formulate, to solve business problems and to support managerial decision making.

Course Outcomes:

Equip the students to:

- Familiarise with processes needed to develop, report, and analyze business data.
- demonstrate the ability of think critically in making decisions based on data and deep analytics.
- Analyze and solve problems from different industries such as manufacturing, service, retail, software, banking and finance etc.

- Exhibit the ability to use technical skills in predicative and prescriptive modeling to support business decision making.
- Have the ability to translate data into clear, actionable insights.
- Manage business process using analytical and management tools

Course Description:

Business analytics: Overview of Business analytics, Scope of Business analytics, Business Analytics Process, Relationship of Business Analytics Process and organisation, competitive advantages of Business Analytics. Statistical Tools: Statistical Notation, Descriptive Statistical methods, Review of probability distribution and data modelling, sampling and estimation methods overview. Trendiness and Regression Analysis: Modelling Relationships and Trends in Data, simple Linear Regression. Important Resources, Business Analytics Personnel, Data and models for Business analytics, problem solving, Visualizing and Exploring Data, Business Analytics Technology. Organization Structures of Business analytics, Team management, Management Issues, Designing Information Policy, Outsourcing, Ensuring Data Quality, Measuring contribution of Business analytics, Managing Changes. Descriptive Analytics, predictive analytics, predicative Modelling, Predictive analytics analysis, Data Mining, Data Mining Methodologies, Prescriptive analytics and its step in the business analytics Process, Prescriptive Modelling, nonlinear Optimization. Forecasting Techniques: Qualitative and Judgmental Forecasting, Statistical Forecasting Models, Forecasting Models for Stationary Time Series, Forecasting Models for Time Series with a Linear Trend, Forecasting Time Series with Seasonality, Regression Forecasting with Casual Variables, Selecting Appropriate Forecasting Models. Monte Carlo Simulation and Risk Analysis: Monte Carle Simulation Using Analytic Solver Platform, New-Product Development Model, Newsvendor Model, Overbooking Model, Cash Budget Model. Decision Analysis: Formulating Decision Problems, Decision Strategies with or without Outcome Probabilities, Decision Trees, The Value of Information, Utility and Decision Making. Recent Trends in: Embedded and collaborative business intelligence, Visual data recovery, Data Storytelling and Data journalism.

References:

1. Marc J. Schniederjans, Dara G. Schniederjans, Christopher M. Starkey, “Business analytics Principles, Concepts, and Applications”, Pearson FT Press.
2. James Evans “Business Analytics”, Pearsons Education.
3. R N Prasad & Seema Acharya, (2018), “Fundamentals of Business Analytics”, Wiley India Pvt. Ltd.

19MS3008 HUMAN RESOURCE MANAGEMENT

Credits: 3:0:0

Course Objectives:

Enable the students to:

- Define operational functions of HR
- Demonstrate appropriate policies and procedures
- Align the human resources of the organizations with business strategy

Course Outcomes:

Equip the students to:

- Identify the necessary managerial skills and competencies required for analysing the work and designing a job
- Acquire an insight into the role and responsibilities of the HRM function
- Evolve HR policies and procedures for the operational functions of HR in organizations.
- Discover emerging labour union issues in the twenty first century.
- Justify in carrying out the various approaches in enhancing the employee relations with work ethics.
- Create a job analysis competence requirement for specific industries

Course Description:

Introduction, Nature And Scope Of HRM, HR as a Factor of Competitive Advantage, Line and Staff Responsibilities, HR policies and procedures – HRM Models, Human Resource Planning and Decision Making in Organizations, Methods of HRP, Planning Process, Job Analysis Process and Competitive advantage, Recruiting and Selection process, Popular Selection Techniques, Training and Development, Need Analysis, Delivery Methodology, Training Effectiveness Evaluation, Capacity Building, Compensation and Benefits, Developing a compensation strategy, Wage and Salary Administration, Incentives, Bonus, ESOPs, Fringe Benefits, Performance Appraisals, Methods, limitation and problems, Role of Ethics, Potential appraisals, Career Planning & Development, Employee Separation, Downsizing & Outplacement, HRIS, Fundamentals of Industrial Relations, Fundamentals of Labour Laws, HR in the 21st Century.

References

1. Denisi, Griffin, Sarkar (2016), Human Resource Management – A South-Asian Perspective, Cengage Learning India Pvt Ltd.
2. K. Aswathappa, “Human Resource Management – Text and Cases”, 2011, Tata McGraw Hill
3. Gary Dessler and Biju Varkkey (2008) Human Resource Management, Pearson Education: South Asia
4. Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, “Human Resource Management”, 2012, Cengage Learning
5. Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, “Fundamentals of Human Resource Management”, 2007, Tata McGraw-Hill Publishing Company Limited
6. V.S.P. Rao, “Human Resource Management”, 2008, Excel Books

19MS3009 FINANCIAL MANAGEMENT**Credits: 3:1:0****Course Objectives:**

Enable the students to:

- Define the process of managing Finance
- Choose the best Investment Project among various alternatives available
- Infer Valuation Process of a business

Course Outcomes:

Equip the students to:

- Organize the financial avenues best suited for investment requirement
- Apply the technique in finding out the real value of Money
- Articulate the skill in forming the Optimal Capital Structure for a business enterprise
- Examine the sources of funds and take appropriate Investment Decisions
- Evaluate the Long Term Investment decisions
- Use the technique in estimating the Working Capital Requirement

Course Description:

Overview Of Financial Management - Wealth Maximization criterion- Planning Environment – Key decisions of Financial Management– Time Value of Money- rationale, Present Value, Future value and compounding techniques (problems).Capital Structure & Leverages - Analysis of Operating and Financial Leverages (problems) – Capital Structure Theories – Net Income approach, Net Operating Income approach, Modigliani & Miller approach, Traditional approach and Tax Planning Cost of Capital-Importance-computation of overall cost of capital (problems) – EBIT and EPS analysis. Investment Decisions & Valuations - Sources of Funds – Angel investors – Venture capital - Capital Budgeting – Capital Rationing – Evaluation Techniques – Principles of valuations; Valuation of Bonds and shares (problems).Working Capital Management - cycle, cash cycle and Determinants of working capital -

Estimation of Working Capital requirement (problems). Cash management - Receivables Management - Inventory Management, Dividend And Retention Policies, Dividend practices in manufacturing and IT companies; Dividend models (problems). Financial Management in PSUs. Assessing Bankruptcy status as per Altman's Model- cases on scams – Measures initiated by SEBI.

References

1. Khan MY & Jain PK, "*Financial Management, Text, Problems and Cases*", McGraw Hill Education, Seventh edition, 2017
2. Prasanna Chandra, "*Financial Management – Theory and Practice*", Tata McGraw Hill Education Private Limited", Eighth edition, 2011
3. Richard A. Brealey, Stewart C. Myers & Franklin Allen, "*Corporate Finance*", McGraw Hill/Irwin, Eighth edition, 2006
4. I M Pandey, "*Financial Management*", Vikas Publishing House Private Limited, Eleventh edition, 2015
5. Jonathan Berk, Peter DeMarzo, Ashok Thampy, "*Financial Management*", Dorling Kindersley (India) Private Limited, 2010

19MS3010 PRODUCTION AND OPERATIONS MANAGEMENT

Credits: 3:1:0

Course Objectives:

Enable the students to:

- Define the basic concept of production and Operations Management and its applications towards Management
- Demonstrate the applications in Production Planning, basic material planning and quality concepts
- Relate the basic concepts of Contemporary manufacturing practices and International Quality Standards

Course Outcomes:

Equip the students to:

- Infer production and operations management concepts, techniques applicable to the operations of a variety of business organization
- Apply the 'transformation model' to identify the inputs, transformation processes and outputs of an organization
- Describe the boundaries of an operations system, and recognise its interfaces with other functional areas within the organisation and with its external environment.
- Use specialized knowledge in Operations Management to solve production processes problems
- Examine different inventory management practices and their applicability .
- Acquire knowledge on contemporary practices such as JIT, Kanban, Total Quality Management, ISO 9000, Lean and World Class Manufacturing

Course Description:

Introduction - Products and Services Concepts- Characteristics and Different Systems - Heritage of Operations Management Discipline - Operations Strategies in Global Economy- Competitive Priorities- Elements of Operations strategy, Concept of Productivity, Product And Process Strategy . DFX- Product Life Cycles and Manufacturing Strategies for different stages in product life cycle- Types of production system Standardization and Simplification. Value Engineering, Layout And Location Strategy - Types - Advantages and Disadvantages- Cellular Layouts - Line Balancing - Factors Affecting Location Decisions- Methods of Evaluating Location Alternatives - Materials Management And Inventory Control, Production Planning In Manufacturing- Aggregate Planning And Master Production Scheduling - methods- Master production scheduling - Quality Systems - Dimensions of Quality- ISO 9000 and ISO 14000 Standards -

Statistical Concepts in Quality Control - Control Charts for Variables, Attributes-Total Quality Management- PDCA cycle- 7QC Tools –5S - Non Value Adding activities- 7 Wastes.

Competitive Positioning of Products and Services- Strategic and Tactical Decisions of Operations Management -Layout And Location Strategy -New Product Development-Design for Manufacturability, Design for Selling, Design for Quality-Materials Requirement Planning - MRP system - Lot-Sizing Technique, Quality Management -Total Preventive Maintenance –Waste elimination, Benefits and Pillars.

References

1. Heizer, Barry Render, Jagadeesh Rajashekhar (2009), Operations Management, Pearson
2. Paneerselvam (2012), Production and Operations Management, (3rd Edition), PHI
3. Gaither , Frazier (2009), Operations Management, Cengage Learning
4. Richard, Chase ,Jacobs, Aquilano (2010) Operations Management for Competitive Advantage,Tata McGraw- Hill
5. Chary (2009), Productions and Operations Management Tata McGraw- Hill Publishing

19MS3011 MANAGEMENT INFORMATION SYSTEM & E-COMMERCE

Credits: 3:0:0

Course Objectives:

Enable the students to:

- Define Fundamentals of information system
- Demonstrate E-commerce and functional business systems
- Use Computer networks and its security issues and gain knowledge about infrastructural requirement for IT in an organization

Course Outcomes:

Equip the students to:

- Articulate role of Management Information Systems in organizations
- Identify and acquire a fundamental knowledge about MIS in business
- Apply the concepts of information systems in business
- Distinguish the business needs for e-commerce and the Internet
- Evaluate the existing framework of systems in organization
- Design a effective system and implement

Course Description

Fundamentals of Information Systems -Historic development of MIS – Functions of Management Information System – Marketing Information System – Human Resource Information System – Financial Management Information System – Production and Inventory Management Information System. Artificial Intelligence.- Concept of MIS - Managerial challenges of information systems, Information Systems - Types - Operations support system - Management Support System - Management Information System-System Development life cycle – System analysis document – Implementation of modelling tools – Testing Implementation and Maintenance - DBMS - Functions-advantages and disadvantages-Types of data bases - Data base structures. E-Commerce & Functional Business Systems, ERP - Meaning - Benefits/Challenges in implementing /trends/causes of ERP failures. Networks and Security Management - Meaning and uses of cloud computing in business – Role of intranet, extranet in Business-Wireless technologies - Internetworked security defenses - Other Security measures, Information System Planning (ISP) process and need - Hardware requirements - Software requirements - Service requirements –Managing the information system function - Failures in IT management. E-Business enterprise- comparison conventional design and E-organization, e-Enterprise Business models, E-commerce sales life cycle, Electronic Payment systems, Electronic cash, Smart Cards, Credit based E-Payment systems, Risks involved in E-Payments.

References

1. Bidgoli & Chattopadhyay, "Management Information System - A South Asian Perspective", Cengage Learning Janice Reynolds, (2000), "The Complete E-Commerce Book", Googlereads, 2nd edn.
2. James A O'Brien & George M Maracas, "Management Information System", 7th edition (2008), Tata McGraw Hill Companies, New Delhi.
3. Lisa Miller, "Management Information System", Pearson Education
4. P.T.Joseph,S.J.Sanjay Mohapatra, "Management Information System in Knowledge Economy", 1st Edition (2008), PHI Learning Pvt. Ltd, New Delhi.
5. Haag, S., Cummings. M., and Phillips, A. (2008), Management Information System, 6th Edition, Tata McGraw Hill, India

19MS3012 CORPORATE STRATEGY

Credits: 3:0:0

Course Objectives:

Enable the students to:

- Define the concept of strategy and its application
- Explain the strategy vocabulary including such terms as mission, vision, aims and objectives, and control
- study an organization's internal and external environments by applying appropriate theories, models, and/or frameworks;

Course Outcomes:

Equip the students to:

- Analyze the main structural features of an industry and develop strategies the position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness
- Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios
- Make recommendations for vertical changes in the boundary of the firm based on an understanding of the advantages of vertical integration and outsourcing and the factors that determine the relative efficiency of each
- Devise appropriate strategies to gain a competitive advantage at both business and corporate levels;
- Communicate strategies or strategic alternatives both in writing and verbally to facilitate organisational decision-making and problem-solving; and
- Evaluate competing strategies.

Course Description:

Strategic Management – definition, meaning, nature, Strategy Formulation: Business Vision, vision and mission, External Assessment, Internal Assessment, strategies action, strategy analysis and choice, Implementing strategies in terms of Management, Operations, Human Resources, Marketing, Finance/Accounting, R&D and MIS, Strategic alternatives, modernization, diversification, Integration, Mergers and Acquisitions, Takeovers, Joint ventures, Turnaround and Divestments, Divestitures, Liquidation strategies. Strategy Implementation – Approaches, 7S model, DuPont Control model. Strategy Evaluation: strategy review, evaluation, Strategic Control – operational, setting standards, measurement of performance, analyse variances, taking effective measures. Case studies on strategic decisions and Implications.

References :

1. Fred R. David and Forest R. David, (2017), "Strategic Management: Concepts – A Competitive advantage approach", Pearson India Limited, 16th edn.

2. Sunil Chopra and Dharam VirKalra, (2019), “Strategy, Planning, and Operation”, Pearson India Limited, 7thedn
3. Thomas L. Wheelen and Et al, (2018), “Concepts in Strategic Management and Business Policy: Globalisation, Innovation and Sustainability”, Pearson India Limited, 15thedn
4. Azhar Kazmi, 1992. Business Policy, New Delhi: Tata McGraw Hill Publishing Co. Miller, Alex and Dess G.G. 1996. Strategic Management. New York: The McGraw Hill Companies Inc.
5. Pearce and Robinson. 1988. Strategic Management, New Delhi: All India Traveller.

19MS3013 BUSINESS RESEARCH METHODS

Credits: 3:1:0

Course Objectives:

Enable the students to:

- Define Scientific Methods in management research
- Demonstrate various research designs, problem identification, formulation
- Infer Measurement, scaling and instrument development

Course Outcomes:

Equip the students to:

- Apply a business problem into a methodological framework
- Build up suitable research designs
- Plan and execute relevant hypothesis testing procedures
- Assess critical data analytical tools for prescriptive solutions
- Produce a dissertation research proposal with adequate and appropriate methodology
- Articulate reporting and interpretation of results

Course Description:

Introduction: Research – Objective – Characteristics – Research in social science and management - Research process – Steps – Research Design – Types – Problem formulation. Review of Literature – Development of Framework - Hypothesis – Objective Instrument development - Measurement – scale - scaling techniques – Psychometric checks (Reliability, Validity) – Qualitative research – methods, Presenting qualitative data. Sampling and data collection – Process of sampling – Sampling Techniques - Probability and non-probability – determination of sample size (with problems). Sources of data collection - Primary and secondary sources – Merits and limitations. Methods of collecting primary data - Types of observation. Secondary data sources and data validation, Tabulation and Selection of techniques: Data preparation and preliminary analysis – Editing– Coding – Cross Tabulation. Selection of techniques - Tests of significant differences (Parametric and Non-parametric) – tests of significant relationship, Classification of data analysis - Rules for choosing a test, Assumption underlying each test – Multivariate Data Analysis, Report Writing - Contents of report – Types of reports – Characteristics of a good report –Presentation of results, construction of charts and Tables – Bibliography and References.

References

1. Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M. (2009). Management Research Methodology. Pearson Education: India
2. Donald R Cooper, Pamela R Schindler, P and J K Sharma (2006). Business Research Methods. (11th edn.), Tata McGraw Hill: India
3. Zikmund, W.G. (2009). Business Research Methods. (7th edn.), Cengage Learning: India.
4. D. Israel Dawn Iacobucci and Gilbert A. Churchill (2010). Marketing Research: A South Asian Perspective, Cengage Learning, India
5. Naresh K. Malhotra Satyabhushan Dash , (2010), Marketing Research : An Applied Orientation. (6th edn.) Pearson Education, India.

19MS3014 DATA ANALYSIS FOR BUSINESS DECISIONS

Credits 0:0:2

Course Objectives:

Enable the students to:

- Identify the Statistical Tools to be applied in Research
- Classify the Data available in an appropriate dimension for the purpose of Analysis
- Carry out the necessary Tests using SPSS and AMOS software

Course Outcomes:

Equip the students to:

- Collect and Organize the Data obtained from various sources in Excel Format
- Apply the appropriate tool to check the validity and reliability of the data obtained
- Use the technique effectively in the delivery of qualitative and quantitative research
- Evaluate upon the Research Questions using Parametric and Non-parametric Techniques
- Examine the various Research Avenues in Business and come out with suggestions for growth
- Contribute to the Research Community by creating models using Advanced Techniques

Course Description:

Essentials of Data Analysis: Data preparation: Data collection, Data management, Data summarisation, Data validation, Missing value analysis - Multiple response set – Scale of Measurement – Classification of Data Analysis: Uivariate, Bivariate and Multivariate – Frequency, Descriptives - Overview of SPSS functions –Reliability – Validity; **Parametric Techniques:** T – test, Z – test, Bivariate Correlation, POST HOC Multiple Comparison Tests - Correlation, Multiple Correlation, Partial Correlation, Part Correlation - Bivariate Regression – ANCOVA; **Non-parametric Techniques:** Sign Test, Mann-Whitney U Test, Wilcoxon Signed Rank Test, Kolmogorov – Smirnov Test, Fisher Exact Test, Goodman and Kruskal Lambda Test, Kendall's Coefficient of Concordance, Goodman and Kruskal's Gamma, McNemer Test, Walsh Test, Kruskal – Wallis One-way ANOVA; Test, Friedman Two-way ANOVA, Cochran's Q Test; **Multivariate Techniques:** MANOVA – Multiple Regression – Exploratory Factor Analysis (EFA)– Discriminant Analysis, Conjoint analysis, Correspondence analysis, Multi-Dimensional Scaling, Cluster analysis - Dummy regression, logistic regression, Time series – ARIMA, Auto Regression, Auto Correlation, Canonical Correlation; **Advanced Techniques:** Path Analysis – Structural Equation Modeling (SEM) and Confirmatory Factor Analysis (CFA) through AMOS (only basics) - Neural Networks

References

1. Naresh K. Malhotra, Satyabhushan Dash, *“Marketing Research”*, Prentice-Hall International Ltd., London, sixth edition, 2009
2. Dawn Iacobucci, Gilbert A. Churchill, D. Israel, *“Marketing Research: A South Asian Perspective”*, Pearson Education, Delhi, 2009
3. Nargundkar, R., *“Marketing Research”*, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2006
4. Hair, J. F. Jr., Anderson, R.E., Tatham, R.L. and Black W.C., *“Multivariate Data Analysis”*, Prentice-Hall International Ltd., London, sixth edition, 2007
6. D. Israel, *“Data Analysis in Business Research”*, Sage Publications Ltd., India, 2009

19MS3015 BUSINESS DECISION MODELS

Credits: 0:0:2

Course objectives:

Enable the students to:

- Gain Knowledge on the basics of models in business decision making
- Apply the concepts in real life business decision making

- Solve the problems to obtain optimum solutions and interpret the results

Course Outcomes:

Equip the students to:

- Construct the business situation problems into decision models and solving LPP problems
- Apply transportation method to obtain optimal solution for transportation cost
- Analyse the business situation problem using assignment for allocation of jobs and sequencing of jobs
- Evaluate the results and checking the optimality of game and queuing theories
- Construct network to find critical path and crashing the project
- Solve the simulation problems

Course Description:

Linear Programming: formulation of LPP – Graphical, Simplex and two phase methods to solve LPP using software

Transportation: finding initial basic feasible solution – moving towards optimality for balanced and unbalanced transportation problem using software

Assignment: solving Assignment Hungarian method using software

Game Theory: Games and Strategies – Two – Person Zero Sum game – Maxmin – Minmax Principle – Dominance Theory – solving problems using software

Sequencing: job sequencing - processing of n jobs through 2 machines, 3 machines – n jobs through m machines using software

Queuing theory: Theory - Basic queuing situations – single server queuing model $M|M|1$: ∞ |FIFO queue, $M|M|C$: ∞ |FIFO using software

Network Models: solving Network models for project analysis CPM, network construction and time analysis, cost time trade off, PERT using software

Simulation: Elements of simulation model – Monte Carlo simulation – solving simulation problems using software

Note: The above said problems could be solved using Excel SOLVER or TORA or QM for windows or POM for windows

Reference Books

1. Frederick S. Hillier, Gerald J. Lieberman, Bodhibrata Nag and Preetam Basu, “Introduction to Operations Research”, (2017), 10th e, McGraw Hill Education
2. V.K Kapoor, Operations Research Technique for Management, Sultan Chand, (2008)
3. R. Panneerselvam (2009), Operations Research, PHI Learning Private Limited, (2nd edition).
4. Swarup. K., Gupta, P.K., and Mohan, M. (2008). Operations Research. (14th edn,). New Delhi: Sultan Chand and Sons.
5. S. D. Sharma (2007). Operations Research: Theory and Applications. (3rd edn,). Macmillan India Ltd.,

Management

LIST OF COURSES

Course Code	Name of the Course	Credits
17BB2030	Comprehensive Practices	0:0:1
18MS2001	Professional Ethics	3:0:0
18MS2002	Industrial Management	3:0:0
18MS2003	Entrepreneurship and IPR	3:0:0
18MS2004	Total Quality Management	3:0:0
18MS2005	Managerial Skills	3:0:0
18MS2006	Human Relations at Work	3:0:0
18MS2007	Sociology, Society and Culture	3:0:0
18MS2008	Basics of Industrial Economics	3:0:0
18MS2009	Entrepreneurship and Basics of Management	3:0:0
18MS2010	Basic Course In Entrepreneurship	2:0:0
18MS2011	Advanced Course in Entrepreneurship	2:0:0
18MS2012	Engineering Economics	3:0:0
18MS2013	Principles of Management Systems and Industrial Psychology	3:0:0
18MS2014	Constitution of India	2:0:0
18MS2015	Organizational Behaviour	3:0:0
18MS3001	Organizational Behavior and Management	3:0:1
18MS3002	Marketing Management	3:0:1
18MS3003	Accounting For Managers	3:0:0
18MS3004	Quantitative Techniques for Management	3:1:0
18MS3005	Legal and Business Environment	3:0:0
18MS3006	Economics for Managers	3:0:1
18MS3007	Human Resource Management	3:0:1
18MS3008	Financial Management	3:0:1
18MS3009	Production and Operations Management	3:0:1
18MS3010	Management Information System	3:0:1
16MA3011	Applied Operations Research	3:1:0
18MS3011	Corporate Strategy & E-Commerce	3:0:1
18MS3012	Business Research Methods	3:0:1
18MS3013	Security Analysis and Portfolio Management	3:0:1
18MS3014	Managing Banks & Financial Institutions	3:0:1
18MS3015	Strategic Cost Management	3:0:1
18MS3016	Income & Corporate Taxation	3:0:1
18MS3017	Financial Derivatives	3:0:1
18MS3018	International Finance	3:0:1
18MS3019	Microfinance and Institutional Role	3:0:1
18MS3020	Financial Markets and Services	3:0:1
18MS3021	Project Appraisal and Finance	3:0:1
18MS3022	Wealth Management	3:0:1
18MS3023	Financial Analysis & Reporting	3:0:1
18MS3024	Fundamentals of FINTECH	3:0:1
18MS3025	Mergers, Acquisitions and Corporate Restructuring	3:0:1
18MS3026	Behavioral Finance	3:0:1
18MS3027	Product and Brand Strategies	3:0:1
18MS3028	Digital & Social Media Marketing	3:0:1
18MS3029	Sales and Distribution Management	3:0:1
18MS3030	Consumer Behaviour	3:0:1
18MS3031	Services Marketing	3:0:1

18MS3032	Retail Marketing	3:0:1
18MS3033	Rural Marketing	3:0:1
18MS3034	B2B Marketing	3:0:1
18MS3035	Integrated Marketing Communication	3:0:1
18MS3036	International Marketing strategies	3:0:1
18MS3037	Marketing Analytics	3:0:1
18MS3038	Marketing Research	3:0:1
18MS3039	Strategic Marketing	3:0:1
18MS3040	Marketing to Base of Pyramid consumers	3:0:1
18MS3041	Logistics concepts and planning	3:0:1
18MS3042	Warehouse and Distribution Facilities Management	3:0:1
18MS3043	Freight Transport Management	3:0:1
18MS3044	International Logistics	3:0:1
18MS3045	Contract and Reverse Logistics	3:0:1
18MS3046	Supply Chain and Logistics Management	3:0:1
18MS3047	Materials and Inventory Management	3:0:1
18MS3048	Purchasing and Strategic Sourcing	3:0:1
18MS3049	Marketing Channel Design and Distribution planning	3:0:1
18MS3050	Enterprise Resource Planning	3:0:1
18MS3051	Advanced Production Management	3:0:1
18MS3052	Manufacturing Planning And Control	3:0:1
18MS3053	Behavioral Operations Management	3:0:1
18MS3054	Pricing and Revenue management	3:0:1
18MS3055	Cross Cultural Management	3:0:1
18MS3056	Compensation Management	3:0:1
18MS3057	Labour Legislation and Industrial Relations	3:0:1
18MS3058	Managing Employee Performance	3:0:1
18MS3059	Negotiations Management	3:0:1
18MS3060	Organisational Transformation	3:0:1
18MS3061	Strategic Human Resource Management	3:0:1
18MS3062	Work Place Counselling	3:0:1
18MS3063	Training and Development	3:0:1
18MS3064	Designing Human Resource System	3:0:1
18MS3065	Manpower Planning, Recruitment and Selection	3:0:1
18MS3066	Fundamentals of Analytics for HRM	3:0:1
18MS3067	International HRM	3:0:1
18MS3068	Understanding Self: Indian Perspective	3:0:1
18MS3069	International Business Environment	3:0:1
18MS3070	International Logistics Management	3:0:1
18MS3071	International Trade Procedures	3:0:1
18MS3072	Foreign Exchange Management	3:0:1
18MS3073	International Strategic Management	3:0:1
18MS3074	Global Marketing Management and Research	3:0:1
18MS3075	International Trade Laws	3:0:1
18MS3076	Foreign Trade Policy	3:0:1
18MS3077	International Project Management	3:0:1
18MS3078	Transportation Management	3:0:1
18MS3079	International Trade Relations	3:0:1
18MS3080	International Economics	3:0:1
18MS3081	International Labour Organisations and International Labour Laws	3:0:1
18MS3082	Internationalisation of Indian MSMEs	3:0:1
18MS3083	Data Analytics Fundamentals	2:0:2
18MS3084	Business Intelligence with TABLEAU	2:0:2

18MS3085	Predictive Modeling 1	2:0:2
18MS3086	Predictive Modeling 2	2:0:2
18MS3087	Text Mining & Analytics	2:0:2
18MS3088	Data Management for Business	2:0:2
18MS3089	Marketing Analytics	2:0:2
18MS3090	Finance Analytics	2:0:2
18MS3091	HR Analytics	2:0:2
18MS3092	Retail Analytics	2:0:2
18MS3093	E-Commerce Analytics	2:0:2
18MS3094	Python for Managers	2:0:2
18MS3095	Entrepreneurship Role Orientation	3:0:1
18MS3096	Basic Program in Entrepreneurship	3:0:1
18MS3097	Intermediate Program in Entrepreneurship	3:0:1
18MS3098	Advanced Program In Entrepreneurship	3:0:1
18MS3099	Technology Appreciation & Intellectual property Rights	3:0:1
18MS3100	Innovation Technology management	3:0:1
18MS3101	Indian Models in Entrepreneurship	3:0:1
18MS3102	Social Entrepreneurship	3:0:1
18MS3103	Venture Valuations and Accounting	3:0:1
18MS3104	Research Methodology and IPR	2:0:0
18MS3105	Constitution of India	2:0:0

17BB2030 COMPREHENSIVE PRACTICES

Credit: 0:0:1

Couse Objectives:

- To integrate the learning in different courses and enable the students to develop a holistic view, this module is developed.
- Helps to enhance their knowledge in using analytical skills.
- Helps to enhance their knowledge in using logical skills.

Course Outcome

- Gain knowledge in basic concepts
- Develop logical skills
- Develop analytical skills
- Apply the basic concepts in practical business environment
- Able to analyze business situations strategically
- Understand to assimilate concepts learnt in the classroom.

For COMPREHENSIVE PRACTICES the distribution of marks will be as under:

Test 1 (Online MCQ test from Program Core courses of 1 st and 2 nd Semesters)	- 30
Test 2 (Online MCQ test from Program Core courses of 3 rd and 4 th Semester)	- 30
End Semester (Online MCQ test from Program Core courses of 1 st to 4 th Semesters)	- 40
Total	-100

Every test may comprise of 70 MCQs Test 1 may be scheduled during regular timetable before 35th working day. Test 2 may be scheduled before the 70th working day. End Semester Test will be conducted before 85th working day.

18MS2001 PROFESSIONAL ETHICS

Credits: 3:0:0

Course Objectives

- Understand the concept of Ethics and the principles supporting the same and the potential value of approaches at all levels in the organization strategic, managerial and operational/tactical).
- Understand how organisations manage business ethics
- Understand and evaluate business ethics from a global perspective

Course Outcomes

After a successfully completed course, the student should be able to:

- choose, prepare, and use of various techniques to improve productivity
- describe how work study would help to identify the best possible way of doing things in shop floor
- explain how motion study finds the unwanted motion in an operations and suggest the optimum ways to increase the productivity
- derive out the standard time for various operations performed
- design the best possible work place layout for minimize fatigue
- understand the importance of contemporary manufacturing practices in industry

Unit 1 - Theories: universal theories e.g. Transactional (Bennis, Bass), charismatic leadership (Weber, Conger and Kanungo); contingency theory e.g. Fiedler; situational theories e.g. Hersey and Blanchard, Vroom and Yetton; emotional leadership styles e.g. Goleman's six styles, Hay and McBer's Emotional Competence Inventory, Dulewicz and Higgs Leadership Organisational culture: classification of organisational culture, e.g. power culture, role culture, task culture, person culture; cultural norms and symbols; values and beliefs; cultural issues. Formulation of development strategy and implementation in national and global Contexts and development strategies to meet current and future organisational needs and their role in enhancing organisational competence.

Unit 2 - Analysis of the evidence concerning the nature and significance of ethics in the furtherance of organizational achievement and progress. Review of the attitudes, behaviors and capabilities required for effective approach especially within a high engagement.

Methods for situational diagnosis in order to select functionally-appropriate leadership behaviors and styles for application in a range of selectively-chosen scenarios.

Unit 3 - Recognizing an ethical issue and dilemmas in business; the challenge of determining an ethical issue in business. Ethical leadership; personality, psychological factors, use of coaching and mentoring in relation to leadership development. A framework for ethical decision making in business; using the ethical decision-making framework to improve ethical decisions; the role of leadership in an ethical culture; leadership styles and their influence on ethical decisions; habits of strong ethical leaders.

Unit 4 - Effective communication of values and goals. Leadership to support the achievement of the organisation's goals by encouraging common and acceptable norms of organizational behavior. The role of supporting and mentoring team members. The concepts developed by different theorists and how it applies to the an individual's role. Managing relationships (inspiring, influencing, networking, conflict management)

Unit 5 - Appraise the considerations necessary for organizations to build an ethical framework in a global environment, such as ethical perspectives, choosing criteria, prioritizing the options. Critically assess the impact that implementation of the framework will have on business practices including costs and operational policies and procedures. Appraise links between morality and ethics from different cultural perspectives: Anglo- American, European, Asia-Pacific (and South Africa, India, Brazil). Critically evaluate philosophical ethics in the context of mainstream business ethics from Anglo-American, European and Asia-Pacific and other viewpoints. Critically appraise the international framework of business ethics: intergovernmental institutions (the UN system, OECD and WTO for example), international law and other voluntary codes. Identify the range of internet-based services increasingly available on an international basis. Critically evaluate the tensions between the costs of ethical management, organizational profitability and obligations to

shareholders from the view point of Anglo-American, 'European and Asia-Pacific and other cultural groups.

Unit 6 - Appraise the impact of growing global information on business ethics, in terms of changes in corporate strategy, business practice and of cost. Critically evaluate practices evolving in companies using the different models by using case studies of real companies. Appraise the pressure on organizations to employ ethical codes of practice.

Critically appraise different codes of ethics and their limitations using models taken from 'real life' organizations. Appraise the impact of best practice in ethical standards such as AA1000, GR1, SA 8000 ECS 2000 on the practices employed by 'real life' organizations.

Assess the extent to which corporate strategy, in real organizational contexts, recognizes and responds to social, environmental and ethical obligations to shareholders.

Critically evaluate the impact of failure to meet the ethical considerations and/or obligations to shareholders on performance and survival of the business in a fast moving global environment..

References:

1. Leadership and Business Ethics (Issues in Business Ethics) by Gabriel Flynn, ISBN-13: 978-9048178780
2. Ethics Education of Business Leaders Emotional Intelligence, Virtues, and contemplative Learning by Tom E. Culham, University of British Columbia, Vancouver, Canada
3. Bryman, A., Collinson, D., Grint, K., and Jackson, B. (2011) the SAGE Handbook of Leadership, London: SAGE.
4. Collinson, D, Grint, K., and Jackson, B. (2011) Major Works in Leadership Studies, Vols. 1-4, London: SAGE.
5. Fraedrich 2013, Ethical decision making in business: a managerial approach, 9th international Ed., Cengage Learning [ISBN: 1111826617]

18MS2002 INDUSTRIAL MANAGEMENT

Credits: 3:0:0

Learning Objectives

- Contribute to the enhancement of companies productivity through effective improvement programs
- Effectively manage shop floor operations through proper work study
- To enable a student to acquaint knowledge on contemporary practices in industries

Learning Outcomes

After a successfully completed course, the student should be able to:

- choose, prepare, and use of various techniques to improve productivity
- describe how work study would help to identify the best possible way of doing things in shop floor
- explain how motion study finds the unwanted motion in an operations and suggest the optimum ways to increase the productivity
- derive out the standard time for various operations performed
- design the best possible work place layout for minimize fatigue
- understand the importance of contemporary manufacturing practices in industry

Unit 1 - Industrial Management: Meaning, Definition, Objective, Need, Scope, Evolution and developments. Productivity: Definition of productivity, Measurement of productivity, factors affecting the productivity, productivity improvement programs.

Unit 2 - Work Study: Definition, objective and scope of work study. Human factors in work study. Work study and management. Method Study: Definition, objective and scope of method study, activity recording and exam aids. Charts to record moments in shop operation – process charts, flow process charts, travel chart and multiple activity charts.

Unit 3 - MICRO AND MEMO MOTION STUDY: Charts to record moment at work place – principles of motion economy, classification of moments two handed process chart, SIMO chart, and micro motion study. Development, definition and installation of the improved method, brief concept about synthetic motion studies.

Unit 4 - TIME STUDY: Time Study, Definition, time study equipment, selection of job, steps in time study. Breaking jobs into elements, recording information. Rating & standard Rating, standard performance, scale of rating, factors of affecting rate of working, allowances and standard time determination. Predetermined motion time study – Method time measurement (MTM)

Unit 5 - ERGONOMICS: Introduction, areas of study under ergonomics, system approach to ergonomics model, man-machine system. Components of man-machine system and their functions – work capabilities of industrial worker, study of development of stress in human body and their consequences. Computer based ergonomics.

Unit 6 - CURRENT TRENDS: Introduction to Agile manufacturing, Lean and Six Sigma, Value Engineering, Just in time, Total quality management, Enterprise resource planning, Supply chain and logistics management.

Text Books :

1. “Industrial Engineering & Management” - [B. Kumar](#), Tenth edition, Khanna Publishers, 2004
2. “Industrial Engineering and Management” - Pravin Kumar, First edition, Pearson Education India, 2015

References Books:

1. “Human Factors in Engineering Design” - S Sanders and E J McCormick, 7th Edition, McGraw Hill, 2016
2. “Work Study and Ergonomics” - S Dalela and Sourabh, Chand Publishers, 3rd edition, 2013
3. “Engineered work Measurement” - Weldon, ELBS, Marvin E. Mundel, PHI, 5th edition, 2012
4. “A Textbook of Industrial Management” – [A.P. Verma](#), [N. Mohan](#), edition 2013

18MS2003 ENTREPRENEURSHIP AND IPR

Credits: 3:0:0

Learning Objectives:

- To enable the students to develop the achievement motivation and to develop entrepreneurial competency.
- To develop plan and cost estimates for projects and understand the financial ratios
- To catalyze commercialization of IP rights

Learning Outcomes:

On successful completion of the course the students will be able to understand

- The concept, characteristics and role of entrepreneur
- The preparation of project report and project cost estimates
- The impact of government actions in entrepreneurship development.
- Learn the procedure for registration of Patent, Copyright and Trademark..
- Learn to create new and better products for customers
- Learn to create an avenue for financial incentive by selling or licensing to the creator of intellectual property.

Unit 1 - Entrepreneur - meaning - importance - Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development- its importance - Role of entrepreneurship - entrepreneurial - environment.

Unit 2 - Project management: Sources of business idea - Project classifications - identifications - formulation and design - feasibility analysis - Preparation of Project Report and presentation. Financial analysis - concept and scope - project cost estimate - operating revenue estimate - Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis- Project Appraisal methods - Project Report preparation.

Unit 3 - Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans. Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for Assistance

Unit 4 - Nature of Intellectual Property: Patents, Designs, Trade and Copyright. Process of Patenting and Development: technological research, innovation, patenting, development. International Scenario: International cooperation on Intellectual Property. Procedure for grants of patents, Patenting.

Unit 5 - Patent Rights: Scope of Patent Rights. Licensing and transfer of technology. Patent information and databases. Geographical Indications.

Unit 6 - New Developments in IPR: Administration of Patent System. IPR of Biological Systems, Computer Software etc. Traditional knowledge Case Studies.

Text Books:

1. Vasanth Desai “Dynamics of Entrepreneurial Development and Management” Himalaya Publishing House.
2. N.P.Srinivasan& G.P. Gupta “Entrepreneurial Development” Sultanchand& Sons.

Reference Books:

1. P.Saravanelu “Entrepreneurship Development” Eskapee publications.
2. S.S.Khanka “Entrepreneurial Development” S.Chand& Company Ltd.,
3. SatishTaneja, Entrepreneur Development ; New Venture Creation
4. Halbert, “Resisting Intellectual Property”, Taylor & Francis Ltd ,2007.
5. Mayall, “Industrial Design”, McGraw Hill, 1992.
6. Niebel, “Product Design”, McGraw Hill, 1974.
7. Asimov, “Introduction to Design”, Prentice Hall, 1962.
8. Robert P. Merges, Peter S. Menell, Mark A. Lemley, “ Intellectual Property in New Technological Age”, 2016.
9. T. Ramappa, “Intellectual Property Rights Under WTO”, S. Chand, 2008

18MS2004 TOTAL QUALITY MANAGEMENT

Credits: 3:0:0

Course Objectives:

- To make students understand the importance of Quality management and the role of Human resources management in ensuring Quality.
- To familiarize the students with the statistical tools used in Quality management.
- To gain insights into Quality Management systems those are in vogue today.

Course Outcome:

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

- Understand the quality management in manufacturing and servicing organisation
- Comprehend the quality theories in practice
- understand the Framework of TQM
- thorough insight into the implementation process for TQM
- use statistical tools for better Quality management
- use control charts and use specific tools for Quality management

Unit I Introduction

Differences between manufacturing and service organisations – cost of quality – evolution of TQM – concepts of TQM Philosophy – Seven tools of quality control

Unit II TQM Concepts

Gurus of TQM, TQM framework, Defining Quality, Benefits of TQM- Leadership: Definitions, Characteristics of Quality Leaders, The Deming Philosophy, Quality council- Customer satisfaction: Customer perception of Quality, Translating needs into requirements

Unit III Continuous Process Improvement

Juran Trilogy, PDSA Cycle, Kaizen – Supplier Partnership: Principles of Supplier relationship, Supplier selection, Supplier certification, Supplier rating- Performance measures, Quality costs- Benchmarking: Definition and process

Unit IV Quality Management System

ISO, Benefits of ISO, ISO requirements, Implementation, Documentation, Internal Audits, Registration – Environmental Management System: Concept of ISO 14001 , Requirements, Benefits, Integration of ISO 14001 with ISO 9000- ISO 20001 - Quality Function Deployment – The QFD

Team, Benefits, Process, House of Quality, Building a House of Quality, 5S

Unit V Failure Mode And Effect Analysis

Reliability, Reliability requirements, Failure rate, Intent of FMEA, FMEA team, FMEA documentation, Stages of FMEA, FMEA documentation, Examples – Management Tools :Affinity Diagram, Tree diagram, Why Analysis, Activity network Diagram, Matrix diagram, Prioritization matrix, Process decision program chart - Total Productive Maintenance

Unit VI Statistical Process Control

Pareto diagram, Process flow diagram, Cause and Effect diagram, Check Sheets, Histograms, Control charts for Attributes, Control charts for Variables, Process capability- Taguchi's Loss Function, Malcom Balridge Award, Deming Prize

Text Books

1. Besterfield,D.H(2004), Total Quality Management (3 rd edn.), Pearson education: New Delhi
2. Subburaj Ramasamy (2011), Total Quality Management, Tata McGraw Hill, New Delhi

Reference Books

1. Evans,J.R. (2008), Total Quality Management (1st edn.), Cengage learning: New Delhi
2. Suganthi, Anand A Samuel, Total Quality Management, Prentice Hall of India 2009
3. S Rajaram, M Sivakumar, Total Quality Management, biztantra, 2009
4. Gupta(2009), Total Quality Management, Tata McGraw Hill,
5. Charantimath,(2010) , Total Quality Management,Pearson,

18MS2005 MANAGERIAL SKILLS

Credits: 3:0:0

Course Objectives: This course aims to:

1. To give exposure of essential managerial skills to students.
2. Bring out the leadership Qualities of students, team culture and Organizational communication
3. Nurture the fundamentals of creativity, innovation , group decision making, Conflict and Negotiation;

Course Outcomes: After completing this course, the student should be able to:

1. Develop Managerial Skills
2. Become successful leaders
3. Think out of the box and find innovative solutions to various work place challenges
4. Exhibit balanced emotional intelligence and decision making
5. Work in a team effectively.
6. Manage self and others by effectively using organizational communication.

Unit-1 Developing Skills

Introduction to skills & personal skills-Manager vs. leader vs. Boss-Importance of competent managers-skills of effective managers-capability vs. competency-Self assessment tools-JOHARI Window-SWOT analysis.

Unit-2 Leadership

Leadership -Leadership Concepts-Trait approaches to Leadership-Qualities of successful leader-Leadership styles-Examples of successful leaders-The Managerial Grid.

Unit-3 Creativity & Innovation

Creativity -Creativity Skills - Characteristics of Creative People- Right brain vs Left brain –Divergent thinking vs.Convergent thinking-Barriers of Creativity-Methods to Improve Creativity. Innovation – Characteristics-Process of Innovation-Barriers to Innovation- types of innovation-Methods to Improve Innovation.

Unit-4 Decision Making & Emotional Intelligence

Decision Making -Process of Decision Making- Emotional intelligence-Emotional Intelligence Concepts-Emotional Intelligence Components-Emotional Intelligence Theories-attitude-attitude towards change.

Unit-5 Team Building & Corporate Communication

Team –Definition- Ingredients of effective teams-Classification of Teams-Team building-Requirements for effective Team building-Team building interventions-Stages of Team building-Communication-Definition- Types-Process.

Unit-6 Conflict & Negotiation

Conflict-Definition-Sources of Conflict-Types-Conflict Process-Conflict Management Techniques-Negotiation- Definition-Types-Process.

Reference Books

1. Robbins S.P. (2009), Organisational Behaviour, New Delhi: Pearson Education.
2. V.S.P.Rao Managerial Skills Excel Books, 2010, New Delhi.
3. Flatley M.E. & Lesikar R. (2004), Basic Business Communication, Irwin Professional Publication.
4. Lussier R.N. & Achua C.F. (2007), Effective Leadership, Thomson South-Western.
5. L.M Prasad, Organizational Behaviour, Sultan Chand Publications.

18MS2006 HUMAN RELATIONS AT WORK

Credit 3:0:0

Objectives:

- To make students aware of human relations at work its relationship with self.
- To enhance students' understanding of themselves (e.g., personal beliefs, values, biases, etc.) and their personal dimensions of diversity (e.g., race, gender, sexual orientation, religion, etc.).
- To understand the importance of psychological and physical health in maintaining human relations at work and progressing in career.

Outcomes

- Evaluate human relations including diversity, attitudes, self-esteem, and interpersonal skills to promote career success.
- Identify and evaluate the causes and effects of stress in the workplace.
- Develop individual and group communication, listening, decision-making skills
- Analyze how motivation and human behavior impact team work and conflict management.
- Describe how effectiveness in dealing with others depends largely on one's self-awareness and self-acceptance.
- Develop a step-by-step plan to improve or develop specific human relations skills

Unit I: Understanding and Managing Yourself:

Human Relations and You: Self-Esteem and Self-Confidence: Self-Motivation and Goal Setting; Emotional Intelligence, Attitudes, and Happiness; Values and Ethics and Problem Solving and Creativity.

Unit II: Dealing Effectively with People:

Communication in the Workplace; Specialized Tactics for Getting Along with Others in the Workplace; Managing Conflict; Becoming an Effective Leader; Motivating Others and Developing Teamwork; Diversity and Cross-Cultural Competence.

Unit III: Staying Physically and Psychologically Healthy:

Responding to personal & work related stress, Managing Stress and Personal Problems, Meditation.

Unit V: Developing Career Thrust:

Getting Ahead in Your Career, Learning Strategies, Perception, Life Span Changes and Developing Good Work Habits.

References

1. Dubrien, A. J. (2017). Human Relations for Career and Personal Success: Concepts, Applications, and Skills, 11th Ed. Upper Saddle River, NJ: Pearson.
2. Greenberg, J. S. (2017). Comprehensive stress management (14th edition). New York: McGraw Hill.
2. Udai, Y. (2015). Yogasan aur pranayam. New Delhi: N.S. Publications.

18MS2007 SOCIOLOGY, SOCIETY AND CULTURE

Credits: 3:0:0

Objectives:

- To enhance the knowledge about various Sociological entities
- To enable the participant to get familiarized with impact of society and culture on industrial environment
- To familiarize the participants in Social Research

Outcomes:

At the end of this course the student participant will be able to

- Understand the impact of societal and cultural forces on the industrial world
- Comprehend methods in Social research
- Cognize the nuances in the evolution of the society, it's issues and problems
- Understand various social groups and institutions.
- Deal an industrial problem in light of sociological factors
- Augment the corporate environment with sociological questions

Unit 1 - Sociology: Nature, Scope and Significance; Basic Concepts: Society, Community, Association, Social Structure, Status & Role, Norms and Values .Social Groups & Processes: Definition, Nature and types of Groups- Primary Secondary & Reference Group; Processes- Co-operation, Conflict and Accommodation. Social Institutions: Marriage, Family, Kinship and Religion; Their Functions and Features

Unit 2 - Societies: Types and Characteristics- Tribal, Rural, Urban, Industrial and Post-Industrial. Culture: Definition and Nature; Types- Material and Non- Material. Socialization: Its importance, Process and Stages. Social Control: Its Types and Means. Processes of Social Change: Characteristic Features of Industrialization, Modernization, Globalization and Secularization Social Stratification:

Unit 3 - Social Research: Definition, Nature and purpose; Steps in Social Research; Problem of Objectivity and Subjectivity in Social Research Method: Research Designs; Social Survey; Hypothesis- Types & significance; Sampling and Sampling Procedure Techniques of Data Collection: Types of Data; Techniques- Observation, Interview, Questionnaire, Schedule and Case Study Statistical Analysis and Use of Computer in Social Research: Classification and Tabulation of data; Measures of Central Tendency: Mean, Median and Mode; Use of Computers in Social Research.

Unit 4 - Evolution of Indian Society: Traditional bases of Indian Society; Unity and Diversity in India; India as a Pluralistic Society. Indian Social Institutions: Kinship, Family, Marriage; Caste and its Changing Dimensions. Processes of Social Change in India: Sanskritization, Westernization, Parochiatization and Universatization .Social Issues and Problems.

Unit 5 - Social Problem: Meaning and Definition; Importance of the Study of Social Problems; Sociological Perspectives on Social Problem-Anomie (Durkheim), Differential Association (Sutherland), Labeling (Becker). Structural Issues: Inequality of Caste, Class Gender and Ethnicity; Communalism; Problems of Minorities. Problems and Issues: Female Foeticide, Dowry, Domestic Violence, Divorce; Problems of Aged. Social Disorganization: Crime and Juvenile Delinquency, Corruption, Drug Addiction, Suicide, Prostitution and AIDS.

Unit 6 - Foundations of Social Thought: Positivism: Comte's Law of three stages, Social Static & Dynamics, Evolutionism- Spencer's Evolutionary Approach .Functionalism: Durkheim's Concept of Social Fact, Division of labour in Society; Radcliffe Brown's Structural-Functional Approach Conflict: Marx's concept of Dialectical Historical Materialism, Class & Class Conflict; Coser's Approach to Social Conflict Interactionalism: Weber's Interpretative Sociology; Types of Social Action; G.H.Mead's Concept of Self & Society

References:

1. Ahuja, Ram (2001): Indian Social System, New Delhi: Rawat Publication.
2. Bottomore, T.B. (1972): Sociology: A Guide to Problems and Literature, Bombay: George Allen and Unwin (India).
3. Goode, W.J. and P.K.Hatt (1952): Methods in Social Research, New York: McGraw International.

4. Dube, S.C.(1991): Indian Society, New Delhi : National Book Trust
5. Derezee, Jean and Amartya Sen.(1996), India: Economic Development and Social Opportunity. New Delhi: OUP.

18MS2008 BASICS OF INDUSTRIAL ECONOMICS

3L:0T:0P

Credits: 3:0:0

Course Objectives:

- To provide the basics of economics
- To understand the concept of supply and demand
- To know the process of cost and profit maximization

Course Outcome:

Students will be able to

1. To gain knowledge on the basics concept in economics
2. To understand the importance of demand and supply
3. To understand the factors affecting costing of a product
4. To gain knowledge on ways to maximize revenues and profits
5. To gain knowledge on the structure and types of markets
6. To evaluate a problem based on the theories of economics.

Module 1: Introduction to economics (4 hours)

Introduction to concepts in economics – Ten principles of economics - Opportunity cost – Micro vs Macro economics – Theories and Models – Descriptive vs Prescriptive Managerial economics

Module 2: Essentials of Demand and Supply (6 hours)

Law of Demand – Market Demand Curve – Market Demand Vs Firm Demand – Laws of supply – Determinants for market supply – Interaction of Demand and Supply – Changes in supply and demand – Rationing function of prices – Price ceilings – Price floors – Price elasticity of Demand Definitions– Mid point formula and its weakness – Relationships between Arc-price and Point price – Government policies

Module 3: Production (4 hours)

The Production firm – Short – run Production firm – Relationship between Total, Average and Marginal Products - Law of diminishing marginal Product

Module 4: Types of production costs (6 hours)

Relationship between production and Cost – Short-run cost – Key relationships –Average total cost, average fixed cost – average marginal cost and variable – Learning curve effect – Relationship between ATC and MC – Long run cost – Economies of scale – Multiproduct cost function

Module 5: Profit and Revenue maximization (4 hours)

Optimal input combination – Constrained optimization – Total revenue maximization

Module 6: Market structure (6 hours)

Perfect and Market Monopoly – Equilibrium Price – Monopoly and the price elasticity of demand – Evaluating Perfect and Market monopoly – Welfare effects of Monopoly – Natural Monopoly – Monopolistic competition – Monopoly, duopoly and oligopoly – Game theory

Text Book

1. Thomas J Webster, “Managerial economics: Theory and Practice”, Academic Press, 2003.

Reference Books

1. William A. McEachern. “Economics: A contemporary Introduction”, Thomson – Southwestern, 2006.
2. Gregory Mankiw N. “Principles of Economics”, Cengage Learning, 2015. ISBN-13: 978-1-285-16587-5

18MS2009 ENTREPRENEURSHIP AND BASICS OF MANAGEMENT

Credits: 3:0:0

3L:0T:0P

Course Objectives:

- To provide the basics of entrepreneurship and management
- To understand the concept of an organizational structure
- To know the process of setting up an industry

Course Outcome:

Students will be able to

1. To gain knowledge on the basics concept in management
2. To understand the importance of planning
3. To understand the process of an organization and staffing
4. To gain knowledge on the steps to be an entrepreneur
5. To gain knowledge on the role of Government towards entrepreneurship
6. To understand the role of institutions towards entrepreneurship.

Module 1: Introduction to the concept of Management (7 hours)

Definition – Characteristics of Management – Functions of Management – Functional areas – Role and Levels of Management – Evolution of Management

Module 2: Planning (6 hours)

Nature, Importance and Types of Planning – Decision making – Steps in the decision making process

Module 3: Organising and Staffing (7hours)

Definitions – Steps – Nature – Purpose and Principles – Departmentation – Types of organization – Span of control – Delegation - Management by objectives

Module 4: Entrepreneurship (10 hours)

Concept – Characteristics – Distinction between Entrepreneur and Manager – Technical Entrepreneur – Advantages – Types of Entrepreneurs – Role of Entrepreneurship in economic development – Stages and Barriers in Entrepreneurship

Module 5: Small Scale Industries (9 hours)

Role of SSI in economic development – Advantages – Steps to start an SSI – Government Policies – Impact of Globalisation and Liberalisation – Agencies of Government for SSI – Nature and types of support – Ancillary, Tiny and Service industry

Module 6: Institutional Support (7 hours)

Roles and responsibilities of NSIC – SIDCO – SISI-SSIB- SIDBI

Text Book

1. Veerabhadrapa Havinal, “Management and Entrepreneurship”, New Age International Private Ltd., 2009. ISBN (13) : 978-81-224-2659-5.

Reference Books

1. Dafna Kariv. “Entrepreneurship - An international introduction”, Routledge , 2011. ISBN 0-203-83193-4.
2. Peter F. Druker. “Innovation and Entrepreneurship – Practice and Principles”, HarperCollins Publishers, Inc. 2002. ISBN 0060546743

18MS2010 BASIC COURSE IN ENTREPRENEURSHIP

Credits: 2:0:0

Course Objectives

- To help students discover their areas of strength, interest and passion.
- To help students to discover opportunity in every problem.
- To help students identify customers and create Business model.

Course Outcome

The students will learn:

- To identify opportunities in problem and solve them.
- To build problem hypotheses comprising one or two probable customer types.
- About the product adoption chasm for setting up viable businesses.

- To understand LEAN entrepreneurship and how to create and present their business model across a variety of stakeholders.
- To run their MVP - Customer validation interviews and in continuous/small iterations, changing the MVP as required using the BUILD-MEASURE-LEARN feedback loop.
- Ways to reach the target customer via channel development, digital and offline marketing and media.

Unit1: Introduction & IDEA/Problem

Discover Yourself, Find your flow, Effectuation, Case Study: Tristan Walker: The extroverted introvert, Identify your entrepreneurial style, Business opportunity and how to identify it, Find problems around you that are worth solving, Methods for finding and understanding problems - (Observation, Questioning, DT, Jobs to be done (JTBD), Run problem interviews to understand the customer's worldview, Introduction to Design Thinking – Process and Examples, Generate ideas that are potential solutions to the problem identified –DISRUPT, GOOTB: Run problem interviews with prospects, Class Presentation: Present the problem you "love", Forming teams.

Unit 2: Customer & Business model

The Difference between a consumer and a customer (decision maker); Market Types, Segmentation and Targeting, Defining the personas; Understanding Early Adopters and Customer Adoption Patterns, Identify the innovators and early adopters for your startup, Come up with creative solutions for the identified problems, Deep dive into Gains, Pains and “Jobs-To-Be-Done” (using Value Proposition Canvas, or VPC) Identify the UVP of your solution using the Value Proposition section of the VPC, Outcome-Driven Innovation, Class Presentation: Communicating the Value Proposition- 1 min Customer Pitch, Basics of Lean Approach and Canvas; Types of Business Models (b2b; b2c), Sketch the canvas- "Document your Plan A", Intro to Risks; Identify and document your assumptions (Hypotheses); Identify the riskiest parts of your plan, Class Presentation: Present your Lean Canvas.

Unit 3: Validation & Money

Differences between a Startup venture and a small business; Industry Analysis: Understanding what is Competition and it's role, Analyze competition, Case study: Blue Ocean Strategy, Identify an MVP and build it - I; Document and validate your assumptions, Build-Measure-Learn feedback loop and the MVP/Javelin Board, How to do MVP Interviews, GOOTB: Run MVP interviews, Is there a market for your product –The product-market fit test, Class Presentation: Present your MVP, Basics of how companies make money, Understand income, costs, gross and net Margins, Identify primary and secondary revenue streams, Value, price, and costs; Different pricing strategies, Understand product costs and operations costs; Basics of unit costing How to finance business ideas, Various sources of funds available to an entrepreneur and pros and cons of each What investors expect from you, Practice Pitching to Investors and corporate.

Unit 4: Team Building & Marketing and sales

Shared Leadership, Role of a good team in a venture's success; What to look for in a team?; How do you ensure there is a good fit?, Defining clear roles and responsibilities, How to pitch to candidates to join your startup, Explore collaboration tools and techniques Brainstorming, Mind mapping, Kanban Board, #Slack, Understand the difference between product and brand and the link between them, Define the positioning statement for your product/ service and how it should translate into what your customers should see about that brand in the marketplace, Building Digital Presence and leveraging Social media, Creating your company profile page, Measuring the effectiveness of selected channels, Budgeting and planning, Understanding why customers buy and how buying decisions are made; Listening skills, Sales planning, setting targets, Unique Sales Proposition (USP); Art of the sales pitch (focus on customer needs, not on product features), Follow-up and closing a sale; Asking for the sale.

Unit 5: Support

Importance of project management to launch and track progress, Understanding time management, workflow, and delegation of tasks, Basics of business regulations of starting and operating a business; Importance of being compliant and keeping proper documentation, How to find help to get started.

Reference:

1. Running Lean by Ash Maurya, 2nd Edition, O Reilly Media Inc, USA-2012
2. Entrepreneurship by Dr.Rajeev Roy, 2nd Edition, Oxford University Press-2011

18MS2011 ADVANCED COURSE IN ENTREPRENEURSHIP

Credits: 2:0:0

Course Objectives

- To introduce the growth assessment tools used by an Entrepreneur.
- To help students identify ways of growth through new products and new markets.
- To teach the students to empathize with the customer to identify his needs.

Course Outcome

The students will learn:

- To assess current situation and future possibilities for the startup.
- To implement a growth strategy and its implications on the overall business model.
- To define the parameters of traction and measure it.
- To use simple and effective process on how a startup can focus in on the right channels for distribution resulting in a surge of customer acquisition.
- To build an effective sales team.
- To get the right mentorship and support for building a stable startup venture.

Unit1: Orientation to Growth

Growth stage is different compared to startup phase, Why Product-Market fit is not enough?, Case study, Assess readiness for growth, Chart a growth path

Unit 2: Expanding Customer Base

Revisit your business model and develop few variants (more business model types), Identify additional customer segments that your solution can address, Evaluate business models for the new customer segments, Relook at the Problem Statement (can you expand the scope and scalability of your business by repositioning your problem statement?), Explore additional ways to monetize

Unit 3: Traction

How to gain traction beyond early customers, Defining traction (in quantifiable terms) and identifying the most important metrics to measure traction, Calculate cost of new customer acquisition, Estimate your customer lifetime value (LTV), Identifying waste in your operations and focusing your team on what is important for traction, The Bullseye framework, Identify Channels using Bulls Eye Framework, Measuring the effectiveness of selected channels, Budgeting and planning.

Unit 4: Money

Stabilizing key revenue streams, Developing additional revenue streams (licensing, franchising), Exploring new channels and partnerships, Understanding why customers buy and how buying decisions are made; Listening skills, sales planning, setting targets, Unique Sales Proposition (USP); Art of the sales pitch (focus on customers needs, not on product features), Follow-up and closing a sale; Asking for the sale, Building a professional sales team, Sales compensation and incentives, Testing price elasticity, Optimizing costs and operational expenses, Advanced concepts of unit costing, Financial modeling of your venture's growth, Analyzing competitor and peer's financial models

Unit 5: Support

Overview of legal issues and their impact on entrepreneurs, Importance of getting professional help (legal and accounting), Importance of being compliant and keeping proper documentation, Patents and Intellectual property, Trademarks, The importance of a Mentor and how to find one, Role of business advisors and experts for specific targets in your growth plan, Capstone Project

Reference:

3. Entrepreneurship by Dr.Rajeev Roy, 2nd Edition, Oxford University Press-2011

18MS2012 ENGINEERING ECONOMICS

3L:0T:0P

Credits: 3:0:0

Course Objectives:

- To provide the basics of economics
- To understand the concept of supply and demand
- To know the process of cost and profit maximization

Course Outcome:

Students will be able to

- To gain knowledge on the basics concept in economics
- To understand the importance of demand and supply
- To understand the factors affecting costing of a product
- To gain knowledge about Indian Economy
- To gain knowledge on the structure and types of markets
- To evaluate a problem based on the theories of economics.

Unit-1 Introduction To Economics

Definition of Economics – various definitions, Nature of Economic problem, Production possibility curve Economic laws and their nature. Relation between Science, Engineering, Technology and Economics.

Unit-2 Utility Concept

Concepts and measurement of utility, Law of Diminishing Marginal Utility, Law of equi-marginal utility – its practical application and importance.

Unit-3 Demand & Supply

Meaning of Demand, Individual and Market demand schedule, Law of demand, shape of demand curve, Elasticity of demand, measurement of elasticity of demand, factors effecting elasticity of demand, practical importance & applications of the concept of elasticity of demand.

Unit-4 Cost Benefits

Various concepts of cost – Fixed cost, variable cost, average cost, marginal cost, money cost, real cost opportunity cost. Shape of average cost, marginal cost, total cost etc. in short run and long run.

Unit-5 Market Analysis

Meaning of Market, Types of Market – Perfect Competition, Monopoly, Oligopoly, Monopolistic Competition (Main features of these markets)

Unit-6 Nature of Economy

Nature and characteristics of Indian economy (brief and elementary introduction), Privatization – meaning, merits and demerits. Globalization of Indian economy – merits and demerits. Elementary Concepts of VAT, WTO, GATT & TRIPS agreement.

Text Books:

1. Principles of Economics: P.N. Chopra (Kalyani Publishers).
2. Modern Economic Theory – K.K. Dewett (S.Chand)

Reference Books:

1. A Text Book of Economic Theory Stonier and Hague (Longman's Landon)
2. Micro Economic Theory – M.L. Jhingan (S.Chand)
3. Micro Economic Theory – H.L. Ahuja (S.Chand)
4. Modern Micro Economics : S.K. Mishra (Pragati Publications)
5. Economic Theory – A.B.N. Kulkarni & A.B. Kalkundrikar (R.Chand & Co.)
6. Indian Economy: RudarDutt & K.P.M. Sundhram

18MS2013 PRINCIPLES OF MANAGEMENT SYSTEMS AND INDUSTRIAL PSYCHOLOGY

Credits: 3:0:0

Course Objectives: This course aims to:

1. To give exposure of Management Principles and Industrial Psychology to students.
2. Nurture the fundamentals of planning, Organizing and group decision making;
3. Impart the basics of work teams ,Groups and Decision making

Course Outcomes: After completing this course, the student should be able to:

Apply and execute managerial functions

- To know current trends and issues in management
- Work in a team effectively
- Exhibit Emotional balance in daily life

- Students will identify and apply theoretical concepts to analyze individual and social environments.
- Students will be able to effectively and creatively solve problems
- Manage self and others by effectively using organizational communication.

Unit I Introduction To Management And Organizations

Definition of Management – Science or Art – Manager Vs Entrepreneur - types of managers - managerial roles and skills – Evolution of Management – Scientific, human relations , system and contingency approaches.

Unit II Planning

Nature and purpose of planning – planning process – types of planning – objectives – setting objectives – policies – Planning premises – Strategic Management – Planning Tools and Techniques – Decision making steps and process.

Unit-III Organising

Nature and purpose – Formal and informal organization – organization chart – organization structure – types – Line and staff authority – departmentalization – delegation of authority – centralization and decentralization – Job Design – Human Resource Management – HR Planning, Recruitment, selection, Training and Development, Performance Management , Career planning and management.

Unit: IV Introductions To Psychology & Communication

Nature and Meaning of Industrial Psychology, Role of Industrial Psychology, Organizational Attitude. Communication; Definition ,Types of Communication, Process of communication, Importance of effective communication.

Unit: V Motivation at Work

Motivation Theories ; Maslow's Hierarchy of Needs Theory, Two factor Theory, McClelland's, Need Theory, Herzberg's Two Factor Theory, Cultural Differences in Motivation.

Unit: VI Work Teams & Groups

Groups & work teams, Definition, Types of Teams, Stages of Team Building. Group Behavior, Group formation & development, Group Dynamics.

References

1. Robert Kreitner & Mamata Mohapatra, "Management", Biztantra, 2008.
2. Harold Koontz & Heinz Weihrich "Essentials of management" Tata McGraw Hill, 1998.
3. Tripathy PC & Reddy PN, "Principles of Management", Tata McGraw Hill, 1999
4. Nelson, Quick and Khandelwal, ORGB : An innovative approach to learning and teaching Organizational Behaviour. A South Asian Perspective, Cengage Learning, 2012
5. Luthans, Fred, Organizational Behavior, McGraw Hill 2008
6. Udai Pareek, Understanding Organizational Behavior, Oxford University Press
7. Robbins, Stephen, Organizational Behavior, Prentice Hall, India

18MS2014 CONSTITUTION OF INDIA

Credits: 2:0:0

Course Objectives:

Students will be able to:

- Understand the premises informing the twin themes of liberty and freedom from a civil rights perspective.
- To address the growth of Indian opinion regarding modern Indian intellectuals' constitutional role and entitlement to civil and economic rights as well as the emergence of nationhood in the early years of Indian nationalism.
- To address the role of socialism in India.

Course Outcomes:

Students will be able to:

- Discuss the growth of the demand for civil rights in India.
- Have general knowledge and legal literacy and thereby to take up competitive examinations
- Understand state and central policies, fundamental duties
- Understand Electoral Process, special provisions

- Understand powers and functions of Municipalities, Panchayats and Co-operative Societies
- Have an awareness about basic human rights in India

Unit 1 - History of Making of the Indian Constitution: History Drafting Committee

Unit 2 - Philosophy of the Indian Constitution: Preamble Salient Features

Unit 3 - Contours of Constitutional Rights & Duties: Fundamental Rights Right to Equality Right to Freedom Right against Exploitation Right to Freedom of Religion Cultural and Educational Rights Right to Constitutional Remedies

Unit 4 - Directive Principles of State Policy. Fundamental Duties. Organs of Governance: Parliament: Composition Qualifications and Disqualifications Powers and Functions

Unit 5 - Local Administration: District's Administration head: Role and Importance, Municipalities: Introduction, Mayor and role of Elected Representative, CEO of Municipal Corporation. Pachayati raj: Introduction, ZilaPachayat. Elected officials and their roles, CEO ZilaPachayat:

Unit 6 - Election Commission: Election Commission: Role and Functioning. Chief Election Commissioner and Election Commissioners. State Election Commission: Role and Functioning.

References:

1. Durga Das Basu: "Introduction to the Constitution on India", (Students Edn.) Prentice –Hall 19th / 20th Edn., 2001
2. D.D. Basu, Introduction to the Constitution of India, Lexis Nexis, 2015.
3. The Constitution of India, 1950 (Bare Act), Government Publication.
4. Dr. S. N. Busi, Dr. B. R. Ambedkar framing of Indian Constitution, 1st Edition, 2015.
5. M. P. Jain, Indian Constitution Law, 7th Edn., Lexis Nexis, 2014. Model Curriculum of Engineering & Technology PG Courses [Volume-I] [45]
6. Latest Publications of Indian Institute of Human Rights, New Delhi.

18MS2015 ORGANIZATIONAL BEHAVIOUR

Credits :3:0:0

Objectives:

- To learn management concepts
- To better understand themselves as individuals in order to carefully manage and
- To obtain the desired Outcome from their teams and organization's dynamics.
- To apply knowledge in the impact of communication process
- To assess the merits of team building
- To evaluate the demerits of resistance to change

Outcome:

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

- The principles underlying organizational behavior
- Behavioral processes and personality
- Application of leadership and motivational theories and
- To communicate effectively among groups.
- Ability to assess the effectiveness of group decisions
- Analyse the pros and cons of effective communication

Unit 1: Organizational Behaviour and opportunities – Approaches to OB - foundations of individual behaviour – Challenges for managers – Understanding and managing individual behaviour – Challenges to OB.

Unit 2: Importance of interpersonal skills - Importance Contributing disciplines to OB, Hawthorne studies – Emotions - Emotional Intelligence – Goleman's theory of EI.

Unit 3: *Personality and values* - concepts, theories – *Perception , Motivation and Individual decision making* – group formation – norms – cohesiveness - group decision making – Group behaviour - Team building — *Conflicts and negotiation*.

Unit 4: *Leadership* - Leadership theories and styles - *Communication* - interpersonal communication - Methods to improve interpersonal Communication - Organizational design – change and innovation – *Power and politics*.

Unit 5: Organizational culture – OCTAPACE – organizational change: approaches and resistance to change – Levin’s three steps model- OD interventions – sensitivity training - process consultation- survey feedback Employee Motivation.

Unit 6: Human Resources policies and practices – organizational change management – principle and forces for change - stress management – approaches – work stress management.

Reference Books

1. Stephen P Robbins, Timothy A Judge, Neharika Vohra (2011), Organizational Behaviour (14th edn.), New Delhi, Pearson Education
2. Harold Koontz and Heinz Weihrich (2008), Essentials of Management (7th edn.) Tata McGraw Hill.
3. Nelson, D.L., and Quick, J. C. (2008), Organisational Behaviour: Foundations, realities & Challenges (5th edn.), India: Cengage Learning.
4. Slocum, J.W., & Hellriegel, D, (2008), Fundamentals of Organisational Behaviour, (2nd edn.), India: Cengage Learning.
5. Umasekaran, (2004), Organizational Behaviour, (2nd edn.), New Delhi, Tata McGraw Hill.

18MS3001 ORGANIZATIONAL BEHAVIOUR AND MANAGEMENT

Credits :3:0:1

Objectives:

- to learn management concepts
- to better understand themselves as individuals in order to carefully manage and
- to obtain the desired Outcome from their teams and organization’s dynamics.

Outcome:

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

- The principles underlying organizational behavior
- Behavioral processes and personality
- Application of leadership and motivational theories and
- To communicate effectively among groups.

Course Description: Management – POSDCORB –theories of management- Structure of organization –Delegation, Departmentalization, Direction. OB -Importance , Contributing disciplines , Hawthorne studies , Approaches to OB. Emotional Intelligence, Personality - concepts, theories - Perception , Motivation – group formation – norms – cohesiveness - group decision making – team building – conflicts and negotiation - Leadership - Leadership theories and styles, - Communication - interpersonal communication - Methods to improve interpersonal Communication. Organizational design - Organizational culture – OCTAPACE – organizational change: approaches and resistance to change – Levin’s three steps model- OD interventions – sensitivity training- process consultation- survey feedback .

Practicals / Project:

Event planning (POSDCORB) – Decision making (Activity) – Negotiation (Activity) - Communication (game) – Organizational change (Case study) – Employee Motivation (Group Discussion)

Reference Books

1. Stephen P Robbins, Timothy A Judge, Neharika Vohra (2011), Organizational Behaviour (14th edn.), New Delhi, Pearson Education
2. Harold Koontz and Heinz Weihrich (2008), Essentials of Management (7th edn.) Tata McGraw Hill.
3. Nelson, D.L., and Quick, J. C. (2008), Organisational Behaviour: Foundations, realities & Challenges (5th edn.), India: Cengage Learning.
4. Slocum, J.W., & Hellriegel, D, (2008), Fundamentals of Organisational Behaviour, (2nd edn.), India: Cengage Learning.
5. Umasekaran, (2004), Organizational Behaviour, (2nd edn.), New Delhi, Tata McGraw Hill.

18MS3002 MARKETING MANAGEMENT

Credits :3:0:1

Objectives:

This course aims to orient the participants towards principles and basic tenets of marketing discipline and make the participants to:

- Think strategically about marketing
- Use key frameworks to analyze situations and make decisions
- Understand how to create a strong marketing place

Outcome:

- Evaluate and employ basic elements of marketing
- Convert 4Ps to 4Cs
- Use current trends in marketing planning and analyse the market
- Use principles of buyer behavior to make strategic marketing decisions

Course Description: Marketing Principles - Evolution, Concepts, Functions, Creating customer value, satisfaction and loyalty. Marketing Essentials- Industrial and individual buyer behavior: Marketing Research – MIS – Marketing Audit – Marketing Ethics. Strategic Marketing Approaches - Segmentation -Targeting - Positioning (STP) –Industrial Markets; Creating Brands and Brand Equity –Marketing Mix - Product: Product life cycle - Pricing: Approaches, Methods; Price setting procedures – Channel Levels, Dynamics; Retailing, wholesaling, Retail Marketing and Online marketing– Logistics management Promotion: Tools - Advertisement, Sales promotion, Personal selling, Public relations. Strategic Marketing - Portfolio Models – Competitor Analysis – Customer Analysis - Strategies for Leaders, Challengers, Followers and Nichers – Internal marketing – Benchmarking – Marketing modeling Approaches - Strategic Implementation and Controls.

Practicals / Project::

Marketing environment - Consumer behavior – Strategic market planning – Market Segmentation – Market research - New product development - Pricing, Distribution , and Retailing - Branding, Advertising and Promotion - B2B Marketing, Services Marketing - Social Marketing

References:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, “Marketing Management”, 13th Edition, Pearson Education [South Asian Edition].
2. Wilson and Gilligan , Strategic Marketing Management: Planning Implementation & Control Viva (Latest Edition).
3. Etzel, Stanton and Pandit, George Marakas, “Marketing Concepts and Cases”, 12th Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.
4. Kurtz and Boone, “Principles of Marketing”, 12th Edition, Cengage Learning India Pvt. Ltd., 2007
5. Rajen Saxzena, “Marketing Management”, 3rd Edition, Tata McGraw -Hill Publishing Company Ltd., 2006

18MS3003 ACCOUNTING FOR MANAGERS

Credits:3:0:1

Objectives:

This course aims;

- To develop an insight of principles and techniques of accounting
- To focus on understanding, financial, cost and management accounting with its applications in different managerial situations
- To interpret, analyse and take decisions - depending on the business situations

Outcome:

- Student will be able to understand, analyze and interpret the Corporate financial statements.
- Exposure to the global trends in Accounting.
- Able to construct and interpret the cash flow statements according to AS-3.
- Enabling the application of Costing principles in decision making to prepare various budgets

- Develop Variance reports
- Calculate and Interpret Break – Even points

Course Description:

Financial Accounting - Accounting Concepts and Conventions – Golden Rules of Accounting, Preparation of Final Accounts - Accounting Standards –Indian Vs US GAAP – An overview of International Financial Reporting Standards (IFRS), Financial Statement Analysis – Tools and Techniques used - Trend Analysis - Ratio Analysis with inferences, Cash Flows - Preparation and Analysis of Cash flows as per AS-3 requirements - Fund flow - Statement of Changes in Working Capital -Fund flow statement,

Cost Accounting - Cost Concepts and Classification - Methods of Costing – Preparation of Cost Sheet – Marginal Costing; CVP- Break-even analysis - An overview of Cost Accounting Standards. Standard Costing – Types of Standards – Analysis of Variance – Budgeting: Types and Techniques – Numerical problems on Cash and Flexible budgets.

Variance :Material mix and yield variance, sales mix and quality variance, planning and operational variance

Practicals / project: Analyse the Performance of Companies and apply Future Projections.

References:

1. Khan MY & Jain PK : Management Accounting 4th edition McGraw Hill, 2007
2. Jain SP & Narang KL: Cost Accounting, Kalyani Publishers, New Delhi, 12th Edn., 2010
3. Narayanaswamy R. - Financial Accounting A Managerial perspective 2nd edition, PHI, 2005-
4. John Hampton, Financial Decision Making, concepts, problems and cases, Prentice Hall, 1999
5. Bhattacharya and John Deardon, Accounting for Management, Vikas Publishing House, 2004

18MS3004 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Credits: 3:1:0

Objectives:

The objective of this course is to make the students;

- To understand collection and compilation of data, information and presentation of data
- To gain “Statistical Thinking”
- To gain knowledge in sampling, standard error, level of significance
- To know the various distribution, frequency and measures of the proportions
- To understand what kind of data is required for what kind of decisions.

Outcome:

- Drawing meaningful conclusions from application of statistical tools.
- Thorough knowledge of Statistics enables to apply and associate with real situations.
- Helps to understand data and enables them to make sound decisions based on its analysis.

Course Description: Introduction To Statistics – Scales of Measurement – Basic statistical concepts: Population, sample, Types of Statistics, Parameter and Statistic- Frequency Distribution: Relative frequency, Cumulative frequency – Graphical presentation of Data, Measures Of Central Tendency – Mathematical Averages – Relationship between Arithmetic mean, Geometric mean and Harmonic mean- Positional Averages: Median, Mode – Partition values : Quartiles, Deciles, Percentiles Importance , Merits and Demerits of the various Measures of central tendency. Standard deviation, coefficient of variation – Chebyshev’s theorem – Measures of Shape: Skewness, coefficient of skewness and kurtosis, Probability - Bayes’ Theorem, Probability Distribution Random Variables – Discrete Probability distribution: Mean, Expected value, variance, Standard deviation, Binomial Distribution , Poisson Distribution , Normal approximation of binomial probabilities. Estimation & Confidence Intervals- Testing Of Hypothesis: Z statistics - F test- Chi Square Test: Goodness of Fit test, Test of Independence, Test of homogeneity, Correlation & Regression, Time Series & Forecasting: Moving averages & Weighted averages, Quantitative methods for Forecasting- Smoothing techniques, trend analysis, Seasonal variation

Tutorials: The application of statistical tools will be dealt as practicing of quantitative problems with case examples.

References:

1. Naval Bajpai, Business Statistics, Pearson, 2010
2. Levin, Rubin, Statistics for Management, PHI, 2009
3. Anderson, Sweeney, Statistics for Business and Economics, Cengage, 2009
4. Aczel, Sounderpandian, Complete Business Statistics, Tata McGraw Hill, 2009
5. Beri, Business Statistics, Tata McGraw Hill, 2010

18MS3005 LEGAL AND BUSINESS ENVIRONMENT**Credits: 3:0:0****Objectives:**

- To develop an approach to managing and maximizing the value of the corporate legal function
- To analyze the dynamic nature of law
- To address current issues in the law of contract, agency, sale negotiable instruments, company law. Right to information, consumer protection, IPR etc.

Outcome:

- Acquire a fundamental knowledge about the corporate laws
- Apply the concepts and address the business needs of various legal provisions in business
- Appraise the legal environment of the organization and frame suitable strategies.

Course Description:

Contract Act 1872 - Nature and Kinds of Contract - Essentials of valid contract - Discharge of contract –Remedies for Breach of Contract, Bailment And Pledge; Contract Of Agency; Sale Of Goods Act 1930 Principles - Conditions and warranties – Remedies of Unpaid seller; Negotiable Instrument Act 2015, Indian Companies Act 2013 - Definition - Nature of company - Formation of company - One person company-Promotion – Incorporation - Winding up modes; Consumer Protection Act 2002 - Consumer Disputes redressed agencies. Right To Information Act 2005 – Intellectual Property Laws - Patent Act 2005; Copy Right Act 2012; Trademark Act 2010; Procedure for registration –refusal of registration – infringement and remedies. Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

References:

1. Bansal .C.L , “Business and corporate laws”, Excel books, New Delhi, 1st edition, Reprint, 2011.
2. Ravindar Kumar, “Legal Aspects of Business’ Cengage Learning India, 2nd edition, 2011.
3. Kapoor .N.D.,”Elements of mercantile law” 22nd Reprint (2011), Sulthan Chand and Sons, New Delhi, 2006
4. Akhileshwar Pathak, Legal Aspects of Business, TATA McGraw Hill Education P Ltd, New Delhi, 4e, (2010)
5. Tulsian, “Business Law”, 2nd Edition, (2007), TATA MC Graw Hill, New Delhi.

18MS3006 ECONOMICS FOR MANAGERS**Credits: 3:0:1****Objectives:**

This course is designed;

- To learn both micro and macro economics concepts and tools of analysis of business decisions.
- To decide and provide solutions to different managerial problems in various challenging business environmental situations.

Outcome:

- To enhance the ability of the students to apply fundamental economic concepts in business decisions.

- To understand how companies react according to business cycles and market competitions.
- To apply knowledge on assessing growth of economy with various economic indicators

Course Description:

Introduction To Economics - an overview - optimization technique - nature of the firm-Objective of business firm. Market equilibrium-analysis of demand and supply-elasticity supply concepts - demand forecasting techniques.

Production And Cost Analysis - Production function –short run,long run law of production-law of returns to scale -Cost and revenue concepts-short run, long run cost-output relationship.

Market Structure - Market structure and pricing -monopoly-monopolistic competition-duopoly-oligopoly–payoff matrix-game theory and oligopoly.

Overview Of Macroeconomics - policy-aggregate supply and demand –National accounts-real vs nominal GDP - India's National Accounts-Price indexes.

Consumption -savings-investment. Business Cycle - Fiscal and monetary policy - Reserve Bank of India- functions- fiscal-monetary mix- budget- unemployment-measuring unemployment-labour market issues- Inflation-economic impact of inflation-The Philips Curve- Human Development Indicators - Sustainable development issues.

References:

1. Dwivedi, D.N, Managerial Economics, Vikas publishing house Pvt.Ltd, New Delhi.(Seventh Edition)
2. Paul A Samuelson and William D. Nordhaus, Macroeconomics, McGrawHill Publication, New Delhi.(19th Edition)
3. Mankiw, Principles of Macroeconomics, Cengage Learning India Private Limited, New Delhi. (Fourth Edition)
4. Craig H. Petersen, W.Cris Lewis and SudhirK.Jain , Pearson Education, Inc. New Delhi (Fourth Edition).
5. Varshney R L &Maheswari K L., Managerial Economics , Sultan Chand & Sons, New Delhi

18MS3007 HUMAN RESOURCE MANAGEMENT

Credits: 3:0:1

Objectives:

To equip the course participants:

- To gain an understanding of operational functions of HR
- To frame appropriate policies and procedures
- To align the human resources of the organizations with business strategy

Outcome:

- The prospective managers shall be prepared to evolve HR policies and procedures for the operational functions of HR in organizations.
- The students shall be empowered to meet HR challenges, as economic downturn has destabilized many industries, organizations and functions.
- The students shall make a job analysis competence requirement for specific industries

Course Description: Compensation: Definition, Dimensions– Compensation System – Strategic Pay Decisions: Developing a total compensation strategy - Best fit Versus Best Practices –Job Analysis and Job Evaluation. Internal alignment as a compensation strategy; factors influencing internal structure : Tailored Versus Loosely coupled, Egalitarian Versus Hierarchical. Considering External Competitiveness: Factors shaping external competitiveness: Labour Market, Product Market Factors, Organisation Factors, Relevant Markets - Competitive Pay Policy Alternatives. Pay for performance Plan - Types of Pay for Performance: Shop Floor Incentives, Sales Force Incentive Schemes, – Profit Sharing – Gain Sharing – Employees Stock Ownership Plan (ESOP) – Role of Performance Appraisals in determining pay for performance. Incentive plans. Components of a benefit plans - Role of Union in determining compensation

Practicals / Project:

Designing Pay Structure, Designing Pay Slip, Calculation of PF, ESI, Income Tax (TDS), Designing Incentive Plans, Designing Benefit Plans.

References:

1. K. Aswathappa, "Human Resource Management – Text and Cases", 2011, Tata McGraw Hill
2. Gary Dessler and Biju Varkkey (2008) Human Resource Management, Pearson Education: South Asia
3. Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, "Human Resource Management", 2012, Cengage Learning
4. Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, "Fundamentals of Human Resource Management", 2007, Tata McGraw-Hill Publishing Company Limited
5. V.S.P. Rao, "Human Resource Management", 2008, Excel Books

18MS3008 FINANCIAL MANAGEMENT**Credits: 3:0:1****Objectives:**

This course aims;

- To develop an insight on management of finance and resources available
- To focus on crucial topics namely, cost of capital, capital structure, working capital and capital budgeting, thereby leading to better decision making by the to-be financial managers.
- To throw light on the nuances in managing finance

Outcome:

- Students learn to analyse the financial requirements of business enterprises.
- Learn to frame the costs of raising finance, and financial stability with the help of EBIT and EPS analysis
- Students demonstrate independent decision-making skills with respect to Dividend decisions.
- Students gain understanding of International Finance
- Critically evaluate investment decisions
- Plan for Working Capital Needs

Course Description:

Overview Of Financial Management - Wealth Maximization criterion- Planning Environment – Key decisions of Financial Management– Time Value of Money- rationale, Present Value, Future value and compounding techniques (problems).Capital Structure & Leverages - Analysis of Operating and Financial Leverages (problems) – Capital Structure Theories – Net Income approach, Net Operating Income approach, Modigliani & Miller approach, Traditional approach and Tax Planning Cost of Capital- Importance-computation of overall cost of capital (problems) – EBIT and EPS analysis. Investment Decisions & Valuations - Sources of Funds – Angel investors – Venture capital - Capital Budgeting – Capital Rationing – Evaluation Techniques – Principles of valuations; Valuation of Bonds and shares (problems).Working Capital Management - cycle, cash cycle and Determinants of working capital - Estimation of Working Capital requirement (problems).Cash management - Receivables Management - Inventory Management, Dividend And Retention Policies, Dividend practices in manufacturing and IT companies; Dividend models (problems). Financial Management in PSUs.

Practicals/ Project: Assessing Bankruptcy status as per Altman's Model- cases on scams –Measures initiated by SEBI.

References:

1. Khan MY & Jain PK, Financial Management, Text, Problems and Cases, McGraw Hill, 2010
2. Prasanna Chandra, Financial Management, Tata McGraw Hill, 2008
3. Braily Meyers: Corporate Finance, McGraw Hill, 2006
4. John Hampton, Financial Decision making, Problems, text and cases, Prentice Hall of India, 1999
5. Geert Bekaert& Robert J. Hodrick, International Financial Management, PHI Learning Pvt.Ltd., 2011

18MS3009 PRODUCTION AND OPERATIONS MANAGEMENT

Credits: 3:0:1

Objectives:

- To learn how to produce goods and services of right quality and quantity at the right time and right manufacturing cost
- To understand the various factors influencing Efficiency, Productivity, Economy, Quality and reduced processing time
- To learn to process of optimizing the production process through proper process and layout planning

Outcomes:

- To understand the link between the organizational Strategy and production strategy in a highly competitive global environment.
- To compete on the basis of product design, cost or quality.
- To evaluate the key performance measures such as product design, manufacturing quality, response time, engineering and distribution, is essential for competitive success and long term survival

Course Description: Introduction - Products and Services Concepts- Characteristics and Different Systems - Heritage of Operations Management Discipline.- Operations Strategies in Global Economy- Competitive Priorities- Elements of Operations strategy, Concept of Productivity, Product And Process Strategy . DFX- Product Life Cycles and Manufacturing Strategies for different stages in product life cycle- Types of production system Standardization and Simplification. Value Engineering, Layout And Location Strategy - Types - Advantages and Disadvantages-Cellular Layouts - Line Balancing.- Factors Affecting Location Decisions- Methods of Evaluating Location Alternatives - Materials Management And Inventory Control, Production Planning In Manufacturing- Aggregate Planning And Master Production Scheduling - methods- Master production scheduling - Quality Systems - Dimensions of Quality- ISO 9000 and ISO 14000 Standards - Statistical Concepts in Quality Control - Control Charts for Variables, Attributes-Total Quality Management- PDCA cycle- 7QC Tools -5S - Non Value Adding activities- 7 Wastes

Practicals / Project:

Competitive Positioning of Products and Services- Strategic and Tactical Decisions of Operations Management -Layout And Location Strategy -New Product Development-Design for Manufacturability, Design for Selling, Design for Quality-Materials Requirement Planning - MRP system - Lot-Sizing Technique, Quality Management -Total Preventive Maintenance -Waste elimination, Benefits and Pillars.

References:

1. Heizer, Barry Render, Jagadeesh Rajashekhar, Operations Management, Pearson 2009
2. Paneerselvam, Production and Operations Management, PHI 2009
3. Gaither , Frazier , Operations Management, Cengage Learning 2009
4. Richard, Chase ,Jacobs, Aquilano Operations Management for Competitive Advantage,Tata McGraw- Hill 2010
5. Chary, Productions and Operations Management Tata McGraw- Hill Publishing 2009

18MS3010 MANAGEMENT INFORMATION SYSTEM

Credits: 3:0:1

Objectives:

At the end of the course, the students should be able to understand:

- Fundamentals of information system
- E-commerce and functional business systems
- Computer networks and its security issues
- Knowledge about infrastructural requirement for IT in an organization

Outcome:

Upon completion of the course, the students should be able to:

- Acquire a fundamental knowledge about MIS in business

- Apply the concepts of information systems in business
- Address the business needs for e-commerce and the Internet

Course Description: : Fundamentals Of Information Systems -Historic development of MIS - Artificial Intelligence.- Concept of MIS - Managerial challenges of information systems, Information Systems - Types - Operations support system - Management Support System - Management Information System- DBMS - Functions-advantages and disadvantages-Types of data bases - Data base structures. E-Commerce & Functional Business Systems, ERP - Meaning - Benefits/Challenges in implementing /trends/causes of ERP failures. Networks And Security Management Types of Telecommunications Networks - LAN,MAN,WAN - Topology- Meaning and uses of cloud computing in business – Role of intranet, extranet in business-Wireless technologies -Internetworked security defenses - Other Security measures, Infrastructure & Management Of It - Implementing business systems (Process/activities) - Information System Planning (ISP) process and need - Hardware requirements - Software requirements - Service requirements –Managing the information system function - Failures in IT management.

Practicals / Project:

Functions of Management Information System – Marketing Information System – Human Resource Information System – Financial Management Information System – Production and Inventory Management Information System – System Development life cycle – System analysis document – Implementation of modelling tools – Testing Implementation and Maintenance – Creation of database – Database management system – Application in current trends

Text Book:

1. Bidgoli & Chattopadhyay, "Management Information System - A South Asian Perspective", Cengage Learning

References:

1. James A O'Brien & George M Maracas, "Management Information System", 7th edition (2008), Tata McGraw Hill Companies, New Delhi.
2. Lisa Miller, "Management Information System", Pearson Education
3. P.T.Joseph,S.J.Sanjay Mohapatra, "Management Information System in Knowledge Economy", 1st Edition (2008), PHI Learning Pvt Ltd, New Delhi.
4. Haag, S., Cummings. M., and Phillips, A. (2008), Management Information System, 6th Edition, Tata McGraw Hill, India

18MS3011 CORPORATE STRATEGY & E-COMMERCE

Credits: 3:0:1

Objectives:

- To apply Strategic Methods and process in decision making
- To examine the various strategic alternatives and consequences
- To understand the Strategic Evaluation and Measurement for implementing effective measures

Outcome:

After learning this course, the students would be able to demonstrate their ability to:

- To develop a methodological framework of strategy for any given situation
- To Produce a research project on topics related to strategy implementation and control
- To develop a case study on strategic issues of corporate
- Implement the E-Payment systems
- Solve Website design issues
- Create m-comm architecture

Course Description: Business Policy and Strategic management - purpose and objectives, defining strategies, process, strategic formulation, Mission and objectives, Environment appraisal, strategic alternatives, modernization, diversification, Integration, Mergers and Acquisitions, Takeovers, Joint ventures, Turnaround and Divestments, Divestitures, Liquidation strategies. Strategy Implementation – Approaches, 7S model, DuPont Control model. Strategic Control – operational, setting standards, measurement of performance, analyse variances, taking effective measures. Case studies on strategic

decisions and Implications. E-Commerce- Evolution, Overview, cutting edge, E-Commerce framework, Roadmap of E-Commerce in India, Network Infrastructure- Networks layers & TCP/IP protocols, WWW, E-Comm Infrastructure, hardware, server operating systems, software, Network website, E-Business enterprise- comparison conventional design and E-organisation, e-Enterprise Business models, E-comm sales life cycle, Electronic Payment systems, Electronic cash, Smart Cards, Credit based E-Payment systems, Risks involved in E-Payments, EDI – History, Implementation difficulties, Financial EDI, Website design issues, strategies for website development, m-commerce, m-comm architecture, areas of potential growth, future of m-commerce, legal and regulatory environment for e-commerce, security and privacy.

Practicals / Project:

Strategic Evaluation, corporate portfolio analysis, PLC, BCG matrix, IA-BS matrix, AD Little lifecycle approach, Competitive strategies. Software agents, Technology behind software agents, one-to-one marketing, consumer demographics, maintaining loyalty, gaining acceptance, online catalogue, pilot catalogue, a unique search engine, disaster recovery plans, Risk Management Paradigm.

Text Book:

1. Janice Reynolds, (2000), “The Complete E-Commerce Book”, Google reads, 2nd edn

References:

1. Porter, Michael, 1980. “Competitive Strategy – Techniques for analyzing Industries and Competitors”, New York – Free Press
2. Johnson Scholes, K, 1997, “Exploring corporate strategies”, New Delhi – Prentice hall, India
3. Azhar Kazmi, 1992. Business Policy, New Delhi : Tata McGraw Hill Publishing Co.
4. Miller, Alex and Dess G.G. 1996. Strategic Management. New York: The McGraw Hill Companies Inc.
5. Pearce and Robinson. 1988. Strategic Management, New Delhi: All India Traveller.

18MS3012 BUSINESS RESEARCH METHODS

Credits: 3:0:1

Objectives:

The objective of this course is to make the students understand on;

- Scientific Methods in management research
- Various research designs, problem identification, formulation
- Measurement, scaling and instrument development

Outcome:

After learning this course, the students would be able to demonstrate their ability to:

- Put a business problem into a methodological framework and perspective
- Produce a dissertation research proposal with adequate and appropriate methodology on topics related to their specialization
- Reporting and interpretation of results

Course Description: Introduction: Research – Objective – Characteristics – Research in social science and management - Research process – Steps – Research Design – Types – Problem formulation, Review of Literature – Development of Framework - Hypothesis – Objective Instrument development - Measurement – scale - scaling techniques – Psychometric checks (Reliability, Validity) – Qualitative research – methods, Presenting qualitative data. Sampling and data collection – Process of sampling – Sampling Techniques - Probability and non-probability – determination of sample size (with problems). Sources of data collection - Primary and secondary sources – Merits and limitations. Methods of collecting primary data - Types of observation. Secondary data sources and data validation, Tabulation and Selection of techniques: Data preparation and preliminary analysis – Editing– Coding – Cross Tabulation. Selection of techniques - Tests of significant differences (Parametric and Non-parametric) – tests of significant relationship, Classification of data analysis - Rules for choosing a test, Assumption underlying each test – Multivariate Data Analysis, Report Writing - Contents of report – Types of reports – Characteristics of a good report - Presentation of results, construction of charts and Tables – Bibliography and References.

Practicals: – Research Design Creation - Review of Literature analyzing - Development of Framework - Instrument development- Sampling Techniques – Study on sources - significant differences practically - ,Report Writing - construction of charts and Tables – Bibliography and References.

References:

1. Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M. (2009). Management Research Methodology. Pearson Education: India
2. Donald R Cooper, Pamela R Schindler, P and J K Sharma (2006). Business Research Methods. (11th edn.), Tata McGraw Hill: India
3. Zikmund, W.G. (2009). Business Research Methods. (7th edn.), Cengage Learning: India.
4. D. Israel Dawn Iacobucci and Gilbert A. Churchill (2010). Marketing Research: A South Asian Perspective, Cengage Learning, India
5. Naresh K. Malhotra Satyabhushan Dash , (2010), Marketing Research : An Applied Orientation. (6th edn.) Pearson Education, India.

18MS3013 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credits: 3:0:1

Objectives:

- To gain insight into financial markets specifically about Equity markets
- To understand the mechanism of trading, listing, IPO and Valuation of Securities
- To analyse using Fundamental and Technical analysis to track the market movement
- To apply Portfolio Planning and to evaluate the performance of a portfolio.

Outcome:

- To acquire skills in asset allocation; choice of various types of investment vehicles (stocks, ETF's, bonds, real estate) in a portfolio; performance measurement and manage a portfolio using investment simulation method.
- To facilitate students desirous of making careers in Investment companies, Banking, and stock broking firms
- To familiarize on the back office and front-end of trading systems through NCCMP training program.
- Analyse the performance of Bonds for past years
- To evaluate the securities performance of various sectors
- To assess the performance of Mutual funds of different AMCs

Course Description:

Securities & stock market - Investment Avenues – Financial markets: review, structures, primary & secondary market, Players in stock market, Investment Vs Speculation. Trading Mechanism in India - Mechanics in Trading and functions of stock exchanges – BSE & NSE.

Trading and Settlement process – Stock Indices – Methods of Computation-Listing of securities, OTCEI – IPO – Book Building Process , SEBI guidelines on listing of new issue - due diligence investigation for IPO.

Valuation of Securities - Need, Types of valuation, Balance sheet, Book value, Liquidation value, Replacement value ; Equity valuation approaches, DCF, Dividend Discount Model, CAPM and APT, Risk and Return analysis (problems) – Bond Valuation.

Fundamental and Technical Analysis - Economic, Industry, Company, Intrinsic value, Technical analysis: Tools, charts, patterns, Dow Theory and Eliot wavetheory-Efficient Market Theory and Random walk theory – Fundamentals of behavioural finance .

Portfolio Analysis - Portfolio planning, Implementation, principles, Guidelines for investment decisions, Measures for evaluation of performance of portfolio-Sharpe, Treynor and Jensen's measures of Index.

References:

1. Fisher,D.E., &Jodan, R.J. (2003), Security Analysis and Portfolio Management, (6thEdn.), Prentice hall of India, New Delhi

2. ZviBodie, Marcus & Mohanty., (2005), Investments, (6thEdn.), Tata McGraw Hill , New Delhi
3. Singh, P. (2004), Investment Management , (9thEdn.), Himalaya Publishing House, New Delhi
4. Kevin S,(2001), Security Analysis and Portfolio Management, Prentice hall of India , New Delhi
5. P. Pandian “Security Analysis and Portfolio Management”, 2001 Vikas Publishing House.

18MS3014 MANAGING BANKS AND FINANCIAL INSTITUTIONS

Credits: 3:0:1

Objectives:

- To impart required knowledge in Banking & Risk management
- To understand Indian insurance structure and the regulations of insurance business
- To know the Life and general insurance policies in vogue and insurance concepts

Outcome:

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

- Understand the basics of the banking sector
- Understand the risk management concepts particularly in Insurance
- Obtain the knowledge on types/terms of insurance & regulatory authorities
- Apply knowledge on LCs
- Analyse the principles of Insurance
- Associate the growth of General and Life Insurance policies with the private sector

Course Description: Introduction to Banking Sector- Banking Reforms - Modernization- Recent trends in technology based banking (Networking and E-Banking) – Over view on BASEL norms, retail Credits market - Banking Ombudsman - Credits appraisal- Loan Syndication – Presales Credits and Post sales Credits- Non-fund based businesses or Fee based services of Banks – Letter of Credits, Bank Guarantees, Subsidiary services-Non Performing Assets-meaning, causes -Risk management: Types of risk- Risk Process, Risk management by individuals and corporations, Principles of insurance, Types of insurance (Life and non life insurance policies), Indian insurance sector reforms - Role of IRDA, TAC (Tariff Advisory Committee). General Insurance in India: Fire insurance- Contract, Coverage-Types. Marine insurance –Types of Policies, Rural Insurance , Health insurance , Social insurance- Underwriting, Bancassurance - Claim management, CRM in Insurance, FDI in insurance, Reinsurance, Actuaries. Economic Growth And Financial Institutions: - Capital formation and economic growth, Process of capital formation-Saving, investment and finance -Problem of capital formation in India, Role of financial institutions ,Indian economy and financial development, Mission objective, Tasks of All India Finance Institutions (AIFI's). Development Financial Institution: - Role and functions of Industrial development bank of India (IDBI),Industrial finance corporation of India (IFC),Industrial Credits and Investment corporation of India (ICICI) and Industrial Reconstruction bank of India (IRBI).

Practicals / Project:

Marketing of Insurance policies- data collection on insurance management – investments in mutual funds and SIPs – banker vs customer relationship- types of products offered by banks – credit appraisal and defaults of loans

References:

1. Gupta P.K, Insurance and Risk Management, Himalaya publishing house, Mumbai 2004
2. Vasant desai, Banks and Institutional Management, Himalayan publishing house, 2006.
3. Harrington. Scot. E Gregory.R.Nichans, Risk management and insurance ,mc graw hill International ,1999
4. Timothy W Koch & Scott Macdonald S : Bank Management – Thomson South Western, 2009
5. Khan M Y, Indian Financial System, 4th ed., Tata McGraw Hill

18MS3015 STRATEGIC COST MANAGEMENT

Credits: 3:0:1

Objectives:

- To understand the importance of decision-making
- To analyse the performance measures both financial and non-financial
- To be a facilitator and apply tools for effective decision making process

Outcome:

- To understand the importance of strategic cost management
- Develop skills of decision making to have competitive advantage
- Able to comprehend, appraise and analyze Cost Management Systems

Course Description:

Meaning – Nature – Significance of Strategic Cost Management - Cost classification as per Cost Accounting Standards – I (CAS) – Differential, Opportunity and Relevant Cost – Competitive Advantage and Strategic Cost Analysis. Techniques of Strategic Cost Management: Activity Based Costing(ABC)-Cost Drivers – Cost Allocation in Traditional Methods Vs ABC method, ABC and Corporate Strategy - Life Cycle Costing - Meaning – PLC costs - PLC costing Target Costing - Meaning, Definition - Kaizen Costing.Pricing Strategies: - Full Cost Pricing – ROI pricing – Target pricing – Bottomline pricing - Pitfalls – Role of Cost Manager in product pricing Factors influencing pricing decisions- Transfer Pricing Meaning . Learning Curves – Meaning Areas of application in decision making -Understanding learning index with numerical cases.Balanced Score card – drawbacks of traditional financial measures Attributes of good performance system - Perspectives – Benchmarking – concept – Process Implications of Indian Industry in benchmarking.Management Control systems – Factors influencing Management Control System - Steps – Structure – Management Control systems Process

References:

1. Ravi Kishore “Cost Management” 4th edition, 2008, Taxmann publications, New Delhi.
2. S. C. Vidya “Cost Management and Strategic Approach” 2008, MacMillan India Ltd. New Delhi
3. Horngren, foster and Datar “ cost Accounting-a managerial emphasis Prentice Hall, latest edition,New Delhi
4. Robert Kaplan “Advanced Management Accounting” Prentice Hall Latest edition New Delhi
5. ICAI – Institute of Cost Accountants of India, Manuals and Guidelines on Cost Audit.

18MS3016 INCOME & CORPORATE TAXATION

Credits : 3:0:1

Objectives:

- To gain basic Knowledge on Direct Tax & its impact on the corporate.
- To know the Central Excise & its Exemptions
- To understand about Customs Duty and Exemptions , Service Tax and exemptions & CST, Goods & Services Act

Outcome:

- Able to plan and manage tax for corporate.
- To make financial and tax planning
- To corroborate with the current applications and rules

Course Description:

Goods and Service Tax Introduction

Definition - Intra-state and Inter State supply - Exempted and zero rated supply - Mixed and composite supply; Introduction of CGST, SGST and IGST;Overview of GST and GST law (CGST and SGST); Constitutional provisions - Taxable event-supply - Destination principle - Concurrent Dual GST - Composition levy - Taxable persons - casual taxable persons - Non-resident taxable persons **GST business process>Returns:**Filing returns - Types of returns and formats - input tax credit and its matching - Tax returns preparers accounts and records tax invoice - Debit/credit notes and paymentsInspection, search, seizure and arrest detention, confiscation of goods and conveyances,

prosecution, offences and penalties, **Customs Law:** Basic Concepts, Types of Customs Duty, Valuation, Customs Procedures; Anti-Dumping Duties; Valuation Rules; Import procedures; Export procedures; Baggage; Stores; Warehousing; Demurrage. **Assessment Of Companies :** Introduction – Meaning of Company – Types of Companies – Computation of Depreciation – Computation of Taxable Income of Companies – Minimum Alternative Tax (MAT) – Computation of Tax Liability. Explanation under various heads of income. Income from salary Income from House Property (Theory and full-fledged problems) **Income under Capital Gains & Other Sources:** Income under the head profit and gains of business or professions and its computation- basis- method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Problems on computation of income from business/ profession of Individual assessee and Depreciation). Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain (theory & problems), deductions from capital gains. Income from other sources (Theory Only) Permissible deductions under section 80C to 80U. Setoff and carry forward of losses and clubbing of Incomes.

References:

1. Taxmann's GST manual, 4th edition, July 2017
2. Datt V S, 'Indirect Taxes' 27th edition, Taxmann Publications Pvt., Ltd, New Delhi.
3. Dr. Vinod K Singania, 'Direct Taxes' 45th edition, Taxmann Publications Pvt., Ltd, New Delhi.
4. Inter Study material of Institute of Chartered Accountants of India and Institute of Cost Accountants of India.
5. K Vaitheeswaran, Students Handbook on Indirect Taxes, 14th e, 2012, Snow White Publications Pvt Ltd.

Manuals for additional readings:

1. Company Taxation Manual
2. Clearances and Approvals
3. Tax and Duty Manuals

18MS3017 FINANCIAL DERIVATIVES

Credits: 3:0:1

Objectives:

- To understand about the role of Forward and Future markets
- To analyse the Option valuation & prices
- To know about the Derivatives Markets

Outcome:

- To simulate and practice on the trading platforms applying the commodity and currency market strategies using options, futures and swaps.
- To clearly understand on the Black & Scholes's option pricing model and Greeks,
- To apply the technique to evaluate and compare options of different maturities and strikes.

Course Description:

Forward contracts, Futures contract, Options, Types of traders, Hedgers, Speculators, Arbitrageurs, Specification of a futures contract, Convergence of future price to spot price, Daily settlement and margins, newspaper quotes, delivery, Hedging strategies using futures, Basis risk, Cross hedging, Stock index futures.- Swaps: Evolution, Types, Interest rate swap, Currency swaps: Designing and valuation, Swap pricing, Credit risk and swap market. Determination of Forward and Futures prices: Investment assets vs. consumption assets, Short selling, Known income, Known yield, Future prices vs Expected spot prices, Expectation hypothesis, Normal backwardation, Contango – Mechanics of trading in derivatives: Clearing house, SPAN Margin, Marking to Market, Cash Vs Actual delivery, Regulations. Option Prices: Factors affecting call & put option prices, Determinants of Option values/premium, Restriction of option values, Black – Scholes models and some extensions, Greeks, Dynamic hedging, Call option valuation, Put option valuation, Hedge ratios, Binomial model. Option pricing by Monte Carlo simulation. Option strategies & prices: Protective put, covered call, straddle, Spreads, Collars.

Option valuation: Introduction, Intrinsic and time values- Hedging using Strategies: Protective puts, protective calls, covered calls, spreads, combinations, delta hedging. Interest rate derivatives, Credits derivatives, Options in corporate securities: stocks, bonds, callable bonds, employee options – Counter party risk in derivatives market – Financial Engineering

References:

1. Fundamentals of Futures and Options Markets (7th Edition) by John Hull, Pearson Higher Education (2010)
2. NCFM - Options Trading Strategies Module book, National Stock Exchange of India Ltd, 2009
3. Options, Futures, and Other Derivatives , (7th Edition), John C Hull, Pearson Higher Education (2010)
4. S.S.S. Kumar, Financial Derivatives, PHI Learning, 2010
5. S.L Gupta, Financial Derivatives: Theory, Concepts and Problems, PHI Learning, 2009.

18MS3018 INTERNATIONAL FINANCE

Credits: 3:0:1

Objectives: This course aims to:

- Equip the students with the Foreign Exchange management concepts
- Make the learners to be familiar with the recent developments in the FOREX market.
- bring in the risks involved in foreign exchange dealings

Outcomes: After completing this course, the student should be able to:

- Foresee and understand the risks involved in the foreign exchange transactions.
- Expose the various methods to avoid the foreign exchange risks.
- Equip with quality decisions in foreign exchange dealings

Course Description:

International Financial Environment-The foreign exchange market-International parity and exchange rate determination-International Capital markets-International Corporate Finance- FEDAI regulations, role of RBI, forex markets, transactions in interbank markets, spot and forward exchange rates, merchant transactions, interest rate risk, exchange risk, transaction exposure, translation exposure, economic exposure, swap deals, FERA and FEMA implications.

Practicals/Project:

Study on the foreign exchange transactions in selected Multi National Banks, The dealings in foreign currency accounts and spot and forward exchange rates adopted in real term transactions involving different country currencies.

References:

1. Nidhi Jain , Foreign Exchange and Risk Management, New Century Publications, 1st Edition, 2007
2. C. Jeevanandam, Foreign Exchange and Risk Management, Sultan Chand and Sons, 1st Edition, 2015.
3. A V Rajwade and H G Desai, Foreign Exchange International Finance Risk Management, Schroff Publishers and Distributors Private Limited, 5th Edition, 2014
4. Foreign Exchange Management (FEMA) Manual with FEMA & FDI Ready Reckoner – Taxmann Store 32nd Edition, 2017
5. Esha Sharma, Foreign Exchange Management, Laxmi Publications, 1st Edition, 2015.

18MS3019 MICRO FINANCE AND INSTITUTIONAL ROLE

Credits: 3:0:1

Objectives:

- To provide a broad understanding about the concepts of microfinance and institutional roles of its promotion as functional agents.
- To understand the contextualized framework of sustainable development issues.
- To gain insight on the nuances in microfinance institutions

Outcome:

- To assess the promotional microfinance activities.
- To analyse the problems and issues pertaining to microfinance
- To apply knowledge in utilizing the services

Course Description: Microfinance: Poverty Initiatives in India - Poverty Alleviation Programs - Shortcomings – Bangladesh Grameen Experiment, Savings Program - MicroCredits Summit 1997 and Policy Planning, MicroCredits and Microfinance: Agenda for Policy Planning. Government Initiatives for Rural Development: Agricultural Credits – Banking Reforms and Rural Credits – National Bank for Agriculture and Rural Development (NABARD) – The District Industries Center (DIC) – Small Industries Development Bank of India (SIDBI) – Lead Bank Scheme – Government Schemes for Rural Development – Self Employment and Entrepreneurship Development. Self Help Group Approach: Concept- Objective – Promotion, Group -Dynamics in Growth of SHGs: Issues to be addressed – General Functioning Norms, Best Practices in Microfinance – Empowerment Strategy, Networking of Self Help Groups; Institutionalization of Self Help Movement; Credits Rating and Bank Linkage. Development of Microfinance Products: Types of Products – Savings, Objective – Micro insurance, Regulation of Micro insurance; Insurer MFI Partnership Model – Securitization, Need for Securitization in India – ICICI Bank Lending Products. Sustainable Development Issues: Assessment of MFIs, Rating of Microfinance Institutions; Nonfinancial Parameters; Financial Parameters; Approach for MFI Evaluation – CRISIL Model, CRISIL's Criteria for MFI Evaluation, MICROS – Regulatory Framework-Recommendations – E-governance for Rural Masses

Practicals / Project:

Identifying the Qualitative information before analysing the financial statements, Preparation of worksheet on Corporate Governance, Directors report, Management Discussion and Analysis, Checking the status of the financial statements in terms of solvency, profitability and efficiently perspectives. Predicting corporate failures using multiple discriminant analysis.

References:

1. Karmakar KG, (Ed) (2008), National Bank for Agriculture and Rural Development (NABARD), Mumbai Microfinance In India, Sage Publications Pvt Ltd, New Delhi.
2. N Srinivasan(2009),Microfinance India, State of the Sector Report 2009, *SAGE Publications Pvt. Ltd* , New Delhi.
3. Wilson, Kim., Harper, Malcolm & Griffith, Mathew (2010), Financial Promise for the Poor, How Groups Build Microsavings, Books for Development, Bangalore.
4. Shukla, Rajesh (2010), How India Earns, Spends & Saves Unmasking the Real India? National Council for Applied Economic Research, New Delhi.
5. Karmakar K.G, Micro Finance in India, SAGE Publication.

18MS3020 FINANCIAL MARKETS AND SERVICES**Credits 3:0:1****Objectives:**

- To impart required knowledge and understanding in financial markets and institutions
- To know the functions of financial inclusions on service sectors like banks and insurance companies.
- To apply knowledge in the utilizing the services in banking and insurance sector

Outcome:

- To Understand the basics of the financial markets, institutions and its services
- To Understand the concepts like development banking and NBFC's
- To Obtain the knowledge on Financial market, Inclusion on commercial banks and Insurance sector

Course Description: Financial Markets: -Meaning-functions, Components-Categories of Indian financial markets (Money market, Capital market, Forex market)-International capital market (Bond market, Equity market)-Regulatory agencies role in Indian Financial markets. Financial Inclusion and Commercial Banks: - Introduction of inclusion-Financial inclusion (Main goals-Major aspects,

Reasons, Consequences, Steps taken in India – benefits of financial inclusive growth in India)-Present structure of Indian banking system-Financial inclusion on commercial banks and Insurance sector.

Merchant Banking in India - Merchant Bankers in Market making process – guidelines ; intermediaries; services : Issue management, Portfolio management, Underwriting, Project appraisal, corporate advisory services, pricing, pre-issue and post-issue activities, book-building. Marketing of merchant banking services. Mutual funds and factoring services - Regulations and operations – SEBI guidelines – classification of mutual fund schemes- Risks and Investor's rights ; Discounting – factoring and forfeiting – Cost and pricing. Credits rating - Credits rating agencies national (CRISIL, ICRA, CARE, Duff Phelps) and International agencies (S&P, GMI. ISS, fitch investor services, Moody's investor services) their functions, process of Credits rating-Securitization of Debt: Role of Merchant bankers, Future prospects of securitisation-Housing Finance.

Practicals / Project:

Study on Financial Crisis in the Emerging Market Countries such as Mexico, East Asia and Argentina. An Exposure and Analytical Review in Rural areas of Coimbatore on the Financial Inclusion adopted by the Commercial Banks and the outcome based on the steps taken by those banks.

References:

1. Pathak B.V. (2003), 'Indian Financial System', (1st edn.), Tata McGraw Hill, New Delhi
2. Nalini Prava Tripathi (2005), Financial Services, (3rd edition), Prentice Hall India, Delhi.
3. Avadhani, A. (1999), Marketing of Financial Services, (2nd edition), Himalaya Publishing House, Mumbai.
4. Financial Services in India, (2005), G.Ramesh Babu, (1st edition), Concept Publishing company, New Delhi.
5. Thummuluri Siddaiah, Financial Services, Pearson, 2011.
6. Bharati V. Pathak, The Indian Financial System: Markets, Institutions and Services, Pearson, 2011.
7. Financial Markets and Institutions, Fedrick Mishkin, Stanley Eakins, Perason publishers, 6th Edition
8. Financial Markets and Institutions, Peter Howells, Keith Bein, 5th Edition 2007
9. Jeff Madura, Financial Markets and Institutions, South Western, 2010.

18MS3021 PROJECT APPRAISAL AND FINANCE

Credits: 3:0:1

Objectives:

- To explain project appraisal techniques, financial structuring and financing alternatives.
- This course intends to involve students to apply appraisal techniques for evaluating live projects.
- To find solutions from various project funding alternatives

Outcome:

- To assess valuations of any project
- To find out the feasibility in financing decisions
- To make an indepth analysis on its outcome

Course Description:

Overview and structuring of Project Financing-Valuing Projects-Project negotiation-Managing project risks-Financing Projects. Identification of investment opportunities – industry analysis review of project profiles – feasibility study. Project Appraisal – techniques of appraising commercial and social projects. DCF and non-DCF methods – sensitivity analysis, Project risk assessment – probabilistic cash flow approaches – application of simulation techniques, Evaluation of International Projects, Project appraisal parameters of select financial institutions- Preparation of project report – Case Analysis- Financial structuring – innovative financing alternatives, collaboration, lease financing, equity participation – project finance vis-à-vis corporate finance- Managing joint venture projects

Practicals / Project:

An introspection on challenges faced in the present day in project investment, Financial viability of leasing as an option, lease Vs borrowing, venture capital and seed funding challenges

References:

1. Machiraju, H.R., Introduction to Project Finance, Vikas Publishing House
2. Prasanna Chandra, Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.
3. Bennet P. Lientz, Kathryn P. Rea, Breakthrough Technology Project Management (Second Edition), Academic Press
4. Narendra Singh, Problems and Solutions in Project Management and Control, Himalaya Publishing House

18MS3022 WEALTH MANAGEMENT**Credits: 3:0:1****Objectives:**

- This course helps to have a better understanding on wealth management & wealth management process
- To facilitate knowledge requirements relating to asset allocations and financial planning.
- To explore the investment and investment products.

Outcome:

- To understand the key elements in wealth management
- To assess the operation of the wealth management industry
- To apply financial planning skills

Course Description: Introduction to Wealth Management: World's wealth – Statistics and Forecast – World wealth report – Key Drivers of wealth Management – The Players in Wealth Management – Global and Indian – Wealth management scenario – Wealth management Indian Perspective. Understanding the wealth management process – Savings cycle and Wealth Creation Cycle – Client segmentation - Client expectations – Wealth Accumulation – Wealth Preservation – Wealth Transfer. Private Banking, Family Office, Offshore, Onshore, International investment – Wealth management tools. Client Profiling – Asset Allocation Principles – The lifecycle Investment Guide – Fixed Income Products: Money Market – Instruments, Bonds, Corporate Securities, Debt Securities – Variable Income Products: Equity and Equity Mutual Funds – Derivatives – Structured products – Credit cards, Alternative investment options – Art, Gold, Antiques, commodities, Real Estate, REITS, Real Estate Related Mutual Funds, Charity - Retirement Planning and Strategies : Retirement needs analysis; Retirement income streams Financial Planning Process - Retirement Benefits : Types of plans; Defined benefit plans; Defined contribution plans; Superannuation and other retirement plans; Group Life and Health Insurance

Practicals / Project:

Identifying client needs – Behavioral skills for wealth managers – Relationship Marketing – Steps in relationship management process – Segment, Profile, Expose, Strategize, Execute, Monitor and Review. Basics of Investing – Investment Objective – Investment constraints. Risk Analysis of Investment Products - Mutual Funds: Income funds, Growth funds, Balanced funds, Sector funds, Index funds, Private equity funds, Fund of funds, Thematic funds, Systematic Investment Planning .

Text Books:

1. Personal Finance, Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes, McGraw-Hill Higher Education
2. Wealth Management Private banking, Investment Decisions and Structured Financial Products, Dimitris N. Chorafas, Elsevier
3. Pension Planning, Everett T. Allen, Jerry S. Rosenbloom, McGraw-Hill Professional Publishing

Reference Books:

1. World Wealth Report, Capgemini
2. Planning for Retirement Needs, David A. A. Littell, Kenn Beam Tacchino, American College Publishing

3. Deena Katz, Practice management: For Financial Advisers, Planners and Wealth Managers, Bloomberg press.
4. Personal Financial Planning, Lawrence j Gitman, Michael D.Joehnk, Saunders Golden Sunburst Series, Dryden Preess Series in Finance.
5. Frank Reilly, Keith Brown, Investment Analysis and Portfolio management, South western college publications

18MS3023 FINANCIAL ANALYSIS & REPORTING

Credits: 3:0:1

Objectives:

- To impart required knowledge and understanding in financial analysis and reporting
- To familiarize with the techniques of Financial statement analysis, Income and Balance sheet analysis
- To analyse and interpret the results from the annual reports

Outcome:

- Understand the basics of Financial statements
- Understand the techniques in Financial statement analysis
- To Obtain the knowledge on Financial distress, Scams and SEBI measures to contain scams

Course Description: Introduction - Financial statements- Analyzing the Balance Sheet using Excel-Work sheet – Formatting – Audit tool bar – Graphics Viewing Formula -Decision making relationship with FS &FSA-Sources of information for FA-Traditional and new approaches to FSA. Techniques Of Financial Statement Analysis - Comparison- Intra firm, Inter firm, Inter period analysis, Regional performance analysis, Cross sectional analysis, Residual method, Beyond national boundary analysis-merits and limitations-Types of analysis- Comparitive, common-size, trend analysis, Ratio analysis - merits and limitations. Income Statement Analysis - Factors affecting reported income –Classification of income statement analysis-Barriers and measures to overcome objectivity -Revenue and expenses recognition-Techniques used by Management for earning manipulation. Balance Sheet Analysis - Asset Reporting - Accounting for Fixed Assets – Accounting for Liabilities –Off Balance sheet liabilities. Financial Distress and Scams - Need for corporate failure analysis-Stages, Symptoms in FD-Concepts on sickness, Distress, Failure and insolvency-Factors responsible for FD. Assessing Bankruptcy status as per Altman’s Model- Corporate(Accounting) scams Enron, World com, Satyam –Measures taken by SEBI, Companies act to prevent scams after US Soxy Act 2002.

References:

1. Stephen H Penman, financial Statement analysis and Security Valuation, Tata McGraw hill publishing company ltd. New Delhi.
2. Gokul Sinha, Financial Statement analysis, Prentice Hall of India, New Delhi 2009.
3. John J.wild K.R.Subramanyam and Robert F. Halsey, Financial Statement Analysis, Tata McGraw Hill Publishing company Ltd. New Delhi.
4. Krishna G. Palepu, Paul M. Healy and victor L. Bernard, Business Analysis and Valutaion using Financial statements, Cengage Learning India Pvt Ltd., New Delhi
5. Ruzbeh J. Bodhanwala, Understanding and Analyzing Balance Sheets Using Excel Worksheet, PHI, New Delhi 2004.

18MS3024 FUNDAMENTALS OF FINTECH

Credits: 3:0:1

Objectives:

- The emerging field of financial technology (FinTech) is completely transforming the way we store, save, borrow, invest, move, spend and protect money. Banking, financial services and the insurance sectors are getting disrupted by the new FinTech start-ups.
- The increasing internet penetration and the smart phone ownership coupled with the rise of the new technologies are shaking the very foundation of the incumbent financial services players.

- In India, the recent demonetisation effort and the drive towards a cashless economy have increased the awareness of and the desire to understand digital finance better.

Outcome:

- This course will demystify FinTech and cover a wide array of topics such as digital payment solutions, peer-to-peer lending,
- Gain knowledge in crowd-sourcing, robo-advisory services, goal-based investing, block-chain technology and digital currencies and more.
- To gain insight on big data analytic applications in banking and financial services.

Course Description:

Introduction to Fintech :Digital payments , payment gateways , bill payment services , money transfer services. The impact technology on lending :Use of p2p lending platforms, Big data and analytics in lending. Disruption of the banking and the financial services industry :Big data in financial services and analytics? Data driven banking .Disruption of the investment banking business :Automated Investment Services (Robo advisory services), Crowdsourcing fundamentals. Introduction to InsureTech: Fundamentals of digital currencies ;Bitcoin and its significance ; Block-chain technology, Security issues in Fintech, Regulatory issues in FinTech.

Practicals / Project:

Application and assessment of the effectiveness ofInternet-based financial services : Asset products, Liability products, Individual credit scoring technologies. Information process- success and failures in data driven banking system – an analysis.

References:

1. Fintech Innovation by Paolo Sironi, Wiley Publications
2. FinTech: The impact and influence of Financial Technology and Banking and the Finance Industry. By Richard Hayen
3. FinTech and Blockchain by Jacob William
4. The FinTech Book: The financial technology handbook for investors, entrepreneurs and visionaries. B Susanne Chishti and JanosBarberis
5. Blockchain: the ultimate guide to understanding Blockchain, fintech, bitcoin and other cryptocurrencies by Anthony Tu published by Createspace Independent publishing platform.

18MS3025 MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Credits: 3:0:1

Objectives:

- To know the reasons behind Mergers, Acquisitions in India
- To assess the corporates financial structure before and after merger/acquisition
- To find out the cases in India on the success and failures of mergers

Outcome:

- Able to analyse the situations arising for a merger / acquisition/takeover
- Analyses case studies of companies taken over by LBOs/MBOs
- Apply knowledge on the Financial Restructuring after a takeover and its implications

Course Description:

Corporate Restructuring - Mergers and Acquisitions - Types of Mergers - Evaluation of Merger Proposal - Take-over - Amalgamation - Leverage buy-out - Management buy-out - Financial Restructuring - Share Split - Consolidation - Cancellation of Paid-up Capital - Other Mechanisms - Corporate Failure and Liquidation

Practicals/ Project:

Assessment of case studies on Mergers, Acquired firms, LBO and MBO, and Financial Restructuring

References:

1. Patrick A Gaughan, 1999, “Mergers, Acquisitions and Corporate Restructuring”, Wiley, 6th edn
2. Prasad G. Godbole , “Mergers, Acquisitions and Corporate Restructuring,” Vikas, 2nd edition

3. Sheeba kapil Kanval.N.Kapil, "Mergers and Acquisitions: Valuation, Leveraged Buyouts and Financing", Wiley
4. EY," Master Guide to Mergers and Acquisition in India Tax and Regulatory," 2016

18MS3026 BEHAVIORAL FINANCE

Credits:3:0:1

Objectives:

- To help students appreciate the limitations of 'rational' models of investment decision making
- To introduce students to an alternate framework for understanding price discovery in the markets
- To help students identify persistent or systematic behavioral factors that influence investment behavior

Outcome:

- Assess the behavior of investors and their emotions on Public deposits and equity market.
- Apply knowledge in the EUT and prospect theories
- Analyse Investing styles and herding behavior of equity investors

Course Description:

Investment Decision Cycle: Judgment under Uncertainty - Utility/ Preference Functions: Expected Utility Theory [EUT] - Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage - Paradoxes (Allais and Others) - Prospect Theory - Information Screening Biases - Information Processing: Bayesian Decision Making, Heuristics and cognitive biases 8. Forecasting Biases - Emotion and Neuroscience - Group Behavior: Conformism, herding, fatal attractions - Investing Styles and Behavioral Finance

Practicals/Project:

Study the equity investor behavior , herding behavior, and investment styles.

References:

1. Gerd Gigerenzer, Peter M. Todd, (2000), "Simple Heuristics That Make Us Smart", ABC Research Group, Oxford University Press, ISBN 978-0195143812
2. Daniel Kahneman , Paul Slovic , Amos Tversky, (1982), "Judgment under Uncertainty: Heuristics and Biases ", Cambridge University Press.
3. Parag Parikh, (2009), "Value Investing and Behavioral Finance: Insights into Indian Stock Market Realities", Tata McGraw Hill, ISBN- 978-0070680043
4. Sulphrey M.M. (2014), Behavioral Finance", PHI Learning, ISBN-13: 978-8120350281

18MS3027 PRODUCT AND BRAND STRATEGIES

Credits: 3:0:1

Objectives:

- To provide an overview of product development
- To determine the various concepts of products
- To identify the launch and branding aspects in the current context

Outcome:

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

- Outline strategies for product decisions
- Understanding the New Product development process
- Clear cut idea on Concept testing
- Understand various options available before a brand manager in strategic decisions.
- Outline on various Branding aspects
- Input on Global Branding syndrome

Course Description: Introduction to Product - Product concepts – Product classification – Product levels - Product mix - New product's success and failures - New product development process. New Product Strategies - Attribute listing, Focus group, Perceptual maps, Focus Group Interview, Monadic ratings, Paired Comparison tests, Sequential Monadic, Conjoint analysis - Test Marketing. Product Management - Product launch - Diffusion of innovation and adoption process - PMA for selected

products in consumer goods and industrial goods categories – Brand Concepts - Meaning and types – Brand platform - Brand image, Brand associations, Brand identity, Brand Personality, Brand relationship, Brand hierarchy – Brand value - Brand building – brand building for consumer durables, services, corporate - Branding Strategies - Brand knowledge - Brand naming strategies - Brand positioning, Brand repositioning – brand leveraging - Brand equity and measurement methods - Brand Extension – Cobranding – Global Branding - Brand Loyalty

Practicals / Project:

New Product Planning real time work - Morphological analysis training – Market Testing - Brand workshop - Product Manager Role Play - Brand failure stories – Concept Testing and generation

References:

1. Kapferer, J.N. (2008), Strategic Brand Management, 5e, Kogan Page, UK.
2. Crawford and Benedetto (2004) . New Product Management, 2e, Tata McGraw Hill, New Delhi
3. Verma, H (2002). Brand Management, 2e, Excel books, New Delhi,
4. Anandan.C., (2008). Product Management, Vijay Nicole, Chennai.
5. Keller, K.L. (2003). Strategic Brand Management, 3e, PHI, New Delhi.

18MS3028 DIGITAL & SOCIAL MEDIA MARKETING

Credits: 3:0:1

Objectives:

- The course focuses on imparting the knowledge related to Social Media Marketing for the purpose of using the same in attracting and retaining customers.
- It also enables to understand the impact of Social Media Marketing by providing insights into social analytics, metrics, and measurements.
- It helps to understand the issues and challenges in the digital Media Mix

Outcome:

At the end of the semester the students can:

- Acquire skills in web marketing management.
- Develop functional skills to analyze digital media.
- Optimizing Social Media for Search Engines
- Creation of blogs, podcast updation and maintenance
- Take decisions concerning appropriate digital media mix.

Course Description: Social Media and Communication Mix – Benefits & Challenges – Social Media and Customer Engagement – ROC – New Role of Customers – The Social Business Eco system – Integrating Social Media with Overall Market efforts – Developing Social Media Marketing plan. Social Media Business Blocks : Segmenting B2C Market – B2B Markets – managing the cyber social Campaign – Joining the Conversation – Lurking and Listening – Engagement with Audience – Staying Engaged – Engagement on the Social Web – Social Objects – Social graph – Social Applications – leveraging Search Engine Optimization (SEO) for Social Media – Optimizing Social Media for Search Engines. Digital Media Mix :Blogs, Podcasts, Vlogs – Blog – Create a Podcast – Producing the Videocast – Measuring Blogging, Podcasting, Vlogging Metrics – Twitter – Communing with Like Minded People – Twitter applications – Using Twitter with Other Social Media Marketing – Measuring Twitter Metrics. Digital Media Metrics: Facebook Features – Analyzing Facebook Metrics – LinkedIn – Linked in Nuts and Bolts – maximizing LinkedIn – Measuring the Results – Other Social Media Marketing Sites – Ning – Measuring Ning results – Myspace – Marketing off Myspace – Flickr – Measuring the Flickr results – Maximizing Stratified Social Communities. Digital Media Analytics and Measurements: Social Analytics – Quantitative Measurement – web analytics – Business Analytics – Delving into Data – Planning the Measurement Strategy – Started with Google Analytics - Comparing Metrics from different marketing techniques – Tallying the bottom line – Determining ROI – Multiplying the Impact – Integrating with public relations – Integrating with Paid Advertising – Integrating with Web site.

Practicals / Project: Optimizing Social Media for Search Engines - Digital Media Mix : Blogs, Podcasts, Vlogs – Blog – Create a Podcast – Producing the Video cast – Measuring Blogging,

Podcasting, Vlogging Metrics – Twitter – Communing with Like Minded People – Twitter applications – Using Twitter with Other Social Media Marketing – Measuring Twitter Metrics. Digital Media Metrics: Facebook Features – Analyzing Facebook Metrics – LinkedIn – Linked in Nuts and Bolts – maximizing LinkedIn – Measuring the Results – Other Social Media Marketing Sites – Ning – Measuring Ning results – Myspace – Marketing off Myspace – Flickr – Measuring the Flickr results – Maximizing Stratified Social Communities. - Digital Media Analytics and Measurements.

References:

1. Dave Evans and Jake Mckee, “Social Media Marketing – The Next Generation of Business Engagement”, Wiley India pvt. Ltd, New Delhi, 2011.
2. Jan Zimmerman and Doug Sahlin, “Social Media marketing for Dummies”, Wiley India Pvt.Ltd, New Delhi, 2012.
3. Perry Marshall, Thomas Melloche, “Ultimate Guide to Facebook Advertising”, Tata McGraw Hill, New Delhi, 2011.
4. Liana “Li”Evans, “Social Media Marketing – Strategies for Engaging Facebook, Twitter and other Social media”, Pearson Education, New Delhi, 2011.
5. Matt bailey, “Internet Marketing”, Wiley India pvt. Ltd, New Delhi, 2012.
6. Chris Treadway and Mari Smith, “Facebook Marketing”, Wiley India pvt. Ltd, New Dalhi, 2011.
7. Hollis Thomases, “Twitter Marketing”, Wiley India pvt.Ltd, New Delhi, 2012.

18MS3029 SALES AND DISTRIBUTION MANAGEMENT

Credits: 3:0:1

Objectives:

- To introduce and delve into the intricacies of the rare combination of sales and channel management among marketing subjects
- To examine the channel management process
- To impart the knowledge and skills of salesmanship

Outcome:

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

- Articulate the role played by sales in a business
- Display the skills of a manager to handle sales and sales force
- Take decisions related to channel partners and channel management
- Provide clear cut views on the avenues for successful conduct of these two crucial channels that engage with ultimate consumers
- Understand the nuances of sales force and channel management.
- Execute the techniques of ware housing and Inventory management in a real hand scenario

Course Description: Sales Management – Introduction - Sales Management an overview - Selling and Salesmanship -Personal Selling, Formulating Strategy. Managing Sales Department Relations, Distributive Network Relations. Leading, Motivating, and Controlling the Sales Force. Sales Budget, Quota, Territories, Control and Cost Analysis. International Sales Management Channel Dynamics - Introduction to Channel Structures –Design –Intermediaries and their function – Types– Criteria for Selecting – Managing Channel intermediaries – Managing Channel Relationships. Channel Management - Channel Conflicts and their Management. Logistics Management –Physical supply and Physical Distribution in - Cost Approach – Consumer Service –Warehousing – Transportation – Inventory Management – Order Processing – Special topics in Industrial channel management. Channel Strategies - Channel planning process, Competitive share analysis, Alliance strategies – Partnership management strategies – multiple channel management- channel audits.

Practicals / Project:

Setting Objective for Personal Selling, Formulating Strategy. Role and Characteristics of Effective Sales Executive. Sales force Management - Managing People – Recruitment, Selection, Training of Sales Personnel and Sales Budget. Logistics Management –Physical supply and Physical Distribution, Warehousing – Transportation – Inventory Management – Order Processing. Channel Strategies - Channel planning process.

References:

1. Cundiff & Still (2007), Sales Management, 5e, Prentice Hall, New Delhi.
2. Macalley, R. (2002), Marketing Channel Management, Quorum Books, USA.
3. Kotler, P (2006). Marketing Management, 13e, PHI, 2006
4. Bovee & Thill (2006) Advertising Excellence, McGraw Hill International, USA.
5. Sunil Chopra, Peter Meindl, D.V. Kalra (2010) Supply Chain Management
6. D.K. Agarwal (2003) Text Book of Logistics – Supply Chain Management, MacMilan.

18MS3030 CONSUMER BEHAVIOUR**Credits: 3:0:1****Objective:**

- To orient the participants towards the consumer decision premise
- To familiarize the various models involved in purchase decision making of customers.
- To learn how different aspects of the environment influences consumer behaviour

Outcome:

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

- Gain insight into the factors influencing consumer decision process.
- Become familiar with dynamics involved in determining the behavior of consumer in respect of purchase decision.
- Be able to develop appropriate marketing strategies for different segments of consumers

Course Description: Consumer Behaviour - Importance – Evolution – Underlying Principles – Methods of studying Consumer Behaviour – Role of Consumer Behaviour in Marketing - Consumer driven Marketing Strategy. Consumer Decision Process (CDP) - Model – Stages – Factors influencing CDP - Pre-purchase process – Need Recognition: Its importance – Factors Triggering need recognitions – Search: internal vs. external search – its importance – amount of search – Determining Alternatives: Constructing the consideration set – Evaluation of Alternatives: Pre-existing Vs New Evaluator – Process involved in Constructing evaluations – Compensatory Vs. Non-compensatory Evaluation Strategies. Purchase Outcome -Fully planned, partially planned, unplanned purchases – Purchasing in the Retail Store – Need to shop – retail image – Determinants of consumer store choice – Determinants of in-store Consumer Behaviour – Types of Impulse Purchasing - Purchasing in the E – Commerce form - Post purchase process – Consumption Behaviors and consumption experience - Post Consumption evaluations. Influencing Factors - Opinion leadership scale – Types – Word of mouth Communication – Family – Family Life Cycle in Consumer Behaviour – Couples' Sex Role orientation and its impact of family decisions – Diffusion of innovations. Personal Factors - Consumer Personality – Values and Life – stages – their Measurement – Consumer Motivation – Consumer Attitudes – Fishbein Mult -iattribute Attitude Model – Ideal Point – types of Needs – Impact of Culture and Subculture – Social Class

Practicals / Project:

Finding the difference between consumer and customer in local market; Responsibilities of consumers; Consumer decision making – various levels; Making use of any one model depending on the availability of data; A study on consumption behavior and social surroundings; Motivation process and a study of various personalities; Customer relationship management with perceptual interpretation; Message structure and presentation; Dynamics of Status Consumption; Nationality sub-cultures and religious sub-cultures; Types of reference groups and traditional family life cycle; Post-purchase process and customer satisfaction.

References:

1. Loudon, David L. and Della Bitta, Albert J. (2002). Consumer Behaviour. 6e, Tata McGraw-Hill.
2. Leon G. Schiffman, Lesile Lazer Kanub and S. Ramesh Kumar, Consumer Behaviour, 10th edition, Pearson Education.
3. Solomon, Michel R. (2003) Consumer Behaviour. 3e, Prentice Hall International, USA.

4. Blackwell, Roger D., Miniard, Paul W., and Engel, James F. (2001) 2e, Consumer Behaviour. Thomson South – Western. Singapore.
5. Kardes, Frasnk R. (2002). Consumer Behaviour and Managerial Decision Making. Prentice – Hall India Pvt. Ltd.: New Delhi.
6. Barry Berman, Joel R. Evans, Patrali Chatterjee, Ritu Srivatsava (2018). Retail Management – A Strategic Approach, Pearson Education.

18MS3031 SERVICES MARKETING

Credits 3:0:1

Objective:

- To orient towards the fundamental principles and concepts
- To identify the underlying services development
- To understand in managing the service delivery in conjunction with advances in this realm.

Outcome:

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

- Understand the framework of services development
- Analyze the nuances in service performance models building
- New Service Development Stage
- Provide framework for analyzing the performance and managing service delivery.
- Employee's roles in Service Delivery – Customer's role in service delivery

Course Description: Understanding Services - Services – Determinants in Services Marketing – Characteristics of Services – Development of Services sector in India – Opportunities and challenges in services marketing – Differences between Goods and Services – 7 Ps of Services. Framework for Analyzing Services - Classification schemes in Services Marketing – Lovelock's Classification of Services Systems in Services Marketing – Service Scape – Service Encounters – . - Service Design – New Service Development Stages — Importance of positioning in Services Marketing – Steps in developing a positioning strategy – Positioning Maps – Pricing of services. Advanced Service Performance Models - Service Quality – Service satisfaction – Service loyalty -Service performance - – Review of Scale Development for SERVQUAL, Service Satisfaction, and Service loyalty. Advances in Managing Service Delivery - Managing supply and demand - – Service Delivery through Intermediaries and Electronic Channels – Industry based Exercises

Practicals / Project:

Services Development and Positioning - Relationship marketing framework - Service Blue Printing Positioning Dimensions - SERVQUAL dimensions – Service Quality Gap Analysis - Employee's roles in Service Delivery – Customer's role in service delivery

References:

1. Zeithaml V and Bitner M.J, (2005). Services Marketing. McGraw Hill.USA
2. Christopher H. Lovelock (2009), Essentials of Service Marketing, Prentice Hall Inc.
3. Lovelock C.H. (2006). Services Marketing. Prentice Hall International, NewJersey.
4. Woodruffe H. (2002). Services Marketing. MacMillan India Ltd. New Delhi
5. Payal A. (2000). The Essence of Services marketing. New Delhi. Prentice Hall of India

18MS3032 RETAIL MARKETING

Credits: 3:0:1

Objective:

- Let the students secure knowledge in the current practices in retail marketing
- Impart knowledge on the consumer behavior in retailing
- Deliver the concepts and the role played by operations & technology in retailing

Outcome:

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

- Expertise the concepts in retail business operations & retail marketing in India.
- Gain insight on marketing mix operations of retailing
- Delve into the intricacies and challenges of the retailing system in India.
- Thorough acquaintance on the supply channel and retail logistics
- Orientation on various legal, social and ethical issues in retailing
- Good command of knowledge on impact of information technology in retailing

Course Description: Introduction to Retailing - Definition – functions of retailing -types of retailing – forms of- retailing based on ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retailing in India – Influencing factors – present Indian retail scenario. Retailing from the International perspective. Consumer Behavior in the retail Context - Implication of retailing. Retail Marketing Mix - Product – Decisions related to selection of goods – Decisions related to delivery of service. Pricing – Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Place – Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies. Non- Store Retailing - The impact of Information Technology in retailing -Integrated systems and networking Non-Store Retailing – Legal aspects in retailing - Social issues in retailing - Ethical issues in retailing.

Practicals / Project:

Customer shopping behavior in the Retail Context - Buying decision process– influence of group and individual factors. Customer service satisfaction. Retail planning process – Factors to consider – Preparing a complete business plan – implementation – risk analysis. Retail Operations - Choice of Store location – Influencing Factors Market area analysis – Trade area analysis – Rating Plan method -Site evaluation. Retail Operations: Store Layout and visual merchandising – Store designing – space planning. Retail Operations: Inventory management – Merchandise Management. Retail Pricing - Retail logistics – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system.

References:

1. Bermans, B and Evans, J (2002) Retail Management – A Strategic Approach, 8e, PHI, NewDelhi.
2. Warren G. Meyer, (1988) Retail Marketing – McGraw – Hill Publishing Company.
3. Gilbert, D (2000). Retail Marketing Management, 4e, Pearson Education Limited, NewDelhi.
4. Lamba, A.J. (2003) The Art of Retailing, 2e, Tata McGrawHill, NewDelhi.
5. Peter McGoldrick (2002), Retail Marketing, McGraw Hill Higher Education.

18MS3033 RURAL MARKETING

Credits: 3:0:1

Objective:

- To provide conceptual understanding on the Rural Marketing with special reference to Indian context
- To create an understanding that there is great scope for marketing in rural sector
- Prepare the students to understand the environment, consumer behavior, opportunities and challenges in rural market

Outcome:

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

- To know about the mantra for success for any company going rural.
- To understand the buying behavior and the consuming pattern of rural market
- To distinguish the need and wants of the rural consumer
- To detect some of the challenges the rural market holds for the Companies.
- To identify the opportunities for organizations in the rural market

Course Description: Definition – scope of rural marketing – concepts – components of rural markets – classification of rural markets – rural vs. urban markets - Rural marketing environment Population – occupation pattern – income generation - expenditure pattern – literacy level – infrastructure facilities – rural Credits institutions – rural retail outlets – print media in rural areas — rural demand. Rural Consumer behavior: Consumer buying behavior models, Factors affecting Consumer Behavior, Social

factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty. Rural Marketing Segmentation – product strategies – pricing strategies – distribution strategies – promotions strategies – social marketing - Role of financial institutions, commercial banks and cooperative institutions in rural Marketing – problems and challenges in rural marketing . Marketing of agricultural produce and rural and cottage industry products –consumer and durable goods – FMCG products- health and financial services - Researching Rural Market: Sanitizing rural market, Research design- Reference frame, Research approach, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection. The future of Rural Marketing: Introduction, Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, e-Rural Marketing - CASE STUDIES – with Indian context

Practicals / Project:

Rural marketing environment Population – occupation pattern – income generation - expenditure pattern – literacy level – infrastructure facilities – rural Credits institutions – rural retail outlets - Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation - Marketing of agricultural produce and rural and cottage industry products – consumer and durable goods – FMCG products- health and financial services - Researching Rural Market: Sanitizing rural market, Research design- Reference frame, Research approach, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection.

References:

1. Rural Marketing – T P Gopalaswamy – Vikas Publishing House
2. RuralMarketing –R V Badi,N V Badi – HPH, 2/e, 2005
3. The Rural Marketing Text Book – Pradeep Kashyap, Siddhartha Rant – Biztantra, 2005
4. Rural Marketing – Habeeb Ur Rahman – HPH, 1/e, 2004
5. Rural Marketing – Sukhpal Singh – Vikas Publishers
6. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
7. Agricultural Marketing in India – Acharya – Oxford I B H
8. Rural Marketing, Balaram Dogra & Karminder Ghuman, TMH,1/e
9. Rural Marketing, Sanal Kumar Velayudhan,2/e, Response, SAGE Publication

18MS3034 B2B MARKETING

Credits: 3:0:1

Objective:

- To orient the learners toward nitty-gritty of industrial marketing in Indian context and keep them abreast of ethical standards maintained in this sector.
- Demonstrate how to apply and use these concepts in marketing and/or business situations
- To identify and analyze underlying mechanisms of challenges on business markets and how it can best handle its relationship with other firms

Outcome:

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

- To understand some of the nuances of the B2B marketing,
- Outline the strategies that are being adopted in this sector.
- Recognize the similarities and differences between consumer markets and business markets
- Apply concepts and theories to business marketing situations and take appropriate decisions using a strategic marketing perspective

Course Description: Introduction to B2B Marketing - Definition of Industrial Marketing; Industrial marketing vs. consumer marketing –The Industrial marketing Environment – Understanding Industrial Markets: Demand Issues: Organizational Behavior and Buyer Behavior – Profile of Business Buyers – Value Analysis – Vendor Analysis – Prosumerism. Buyer – Seller Relationships - Types of Buyer-

Seller Relationships – Managing Relationship– Conflict and Resolution. Assessing Market Opportunities – The Marketing Research Process – Demand Analysis; Strategic Planning: – Managing Industrial Products – Product Innovation – Models of Organizational Buying Behavior. Service Design and Pricing Characteristics of Industrial Service – Classification of Services – Service Quality – Services Marketing Mix– Challenges in Marketing Industrial Services – Pricing Decisions: Characteristics of Industrial Pricing – Types of Prices – Pricing Methods – Pricing Strategies – Factors affecting Pricing Strategy- Pricing across PLC – Competitive Bidding – Price Negotiation – Leasing Industrial Selling - Role–Process – Types – Managing Sales Force – Direct Marketing ; Performance Measurement And Control : The Control Process – Types of Control – Tools for marketing control – Institutional selling - Emerging Trends in Industrial Marketing: Technology – Business Networks– Relationships in Business Networks – Technology and Business Networks – Information Technology in Industrial Marketing – Negotiation – Purchase Process. Ethics in Industrial Marketing - Ethics and Industrial Marketing Management – Ethical Issues - International Industrial Marketing: Environment – Entry strategies in International Markets Decision Making – Product, Pricing, Distribution & Promotional Decisions.

Practicals / Project:

Assessing Market Opportunities – The Marketing Research Process – Demand Analysis; Strategic Planning: – Managing Industrial Products – Product Innovation - Characteristics of Industrial Service – Classification of Services – Service Quality – Services Marketing Mix– Managing Sales Force – Direct Marketing ; Performance Measurement And Control - Environment – Entry strategies in International Markets Decision Making – Product, Pricing, Distribution & Promotional Decisions.

References:

1. Victor & David (2007) B2B Marketing, Contemporary Publishing Co. Illinois.
2. Frederic E. Webster (1991), Industrial Marketing Strategy, John Wiley & Sons Inc.
3. Hill, R. M. (2003). Industrial Marketing, 2e, All India Traveller Book Seller, India
4. Steve.M. (2001). B2B Marketing, 2e, Pearson Education, USA.
5. Krishna K Havaldar (2006), Industrial Marketing, Tata McGraw – Hill Education.

18MS3035 INTEGRATED MARKETING COMMUNICATION

Credits: 3:0:1

Course Objectives: This course aims to:

- Expose the students to the various dimensions of promotional mix of marketing
- Introduce the concepts on managing advertisements and advertising media management
- Familiarize the role of sales promotion and evaluation methods

Course Outcomes:

After completing this course, the student should be able to:

- Articulate the importance of promotion mix
- Showcase their expertise on managing advertisements
- Expand their expertise on managing advertising media
- Expound the concepts on evaluation of advertisements and sales promotions
- Integrate various forms of promotions with digital advertising

Course Description:

Steps in Communication Advertising, Personal selling, Sales promotion, Public relations, Direct marketing concepts and tools, classification of advertisements & economic and social effects, Advertising department & Advertising Agency Management, Campaign planning & Advertising budget preparation, Advantages, Limitations, Availability, Media Rates, Media Planning and Scheduling of various forms of media and its management, Evaluation of Advertising, copy writing, Evaluation of Sales Promotion effectiveness, Strategies , Digital Advertising.

Practicals / Project:

Personal selling - economic and social effects, Advertising department & Advertising Agency Management, Campaign planning & Advertising budget preparation, - Media Rates, Media Planning and Scheduling of various forms of media and its management – Digital Advertising.

References:

1. Belch E., Belch A., and Purani, (2012), Advertising and Promotion, 9e, McGraw Hill Companies.
2. Bovee and Thill, (2000). Advertising Excellence, 3e, McGraw Hill International. USA.
3. Cummin, J. (2004). Sales Promotion, 6e, PHI, New Delhi.
4. Choudhry, P. (2004). Successful Sales Promotion, 2e, Macmillan, India.
5. Mohan, M. (2002). Advertising - Text & Cases, 2e, Tata McGraw Hill, New Delhi.

18MS3036 INTERNATIONAL MARKETING STRATEGIES**Credits: 3: 0: 1****Course Objective**

- To acquire the basic knowledge and concepts to understand International problems and Issues
- To orient towards the understanding of cultures of nations by critically analyzing the Social, Political, Legal and Economic forces that effect the business performance of International Marketing
- To familiarize the students with extant tools of International Marketing beyond the textbook such as Internet, Government databases etc.

Course Outcomes:

- Demonstrate an appreciation for designing and managing in international marketing programs in consumer markets.
- Identify, interpret and evaluate information sources related to consumer marketing with the emphasis on the use of information technologies.
- Application of knowledge paradigms in International Marketing to gain insights into similarities/ differences in cross cultural markets and their marketing implication.
- To develop the ability to understand and synthesize readings and apply in business context.

Course Description:

International Trade and environment review – Cultural Environment of Global Markets – Analyzing Global Opportunities – Screening International Market Opportunities – International Political Environment - Techniques of taking international market selection decision. Assessing Global Marketing opportunities – Marketing in a digital world – Global Marketing Channels and physical distribution – Strategy alternatives and expansion - International Buyers assessment of credit worthiness. Global market entry strategies and strategic alliances – International Global product strategies- Product design – Branding decisions – Marketing of services – New product development strategies – Foreign exchange market research – Global advertising/ Promotion – Corporate Social Responsibility – Export Mechanics / Counter Trade. Management of standardization vs adaptation approaches – International marketing strategy and effective cross cultural communications – Conceptual framework, communication and organization culture – Cross cultural consumer behavior as an input into localization of the marketing mix. Integrated marketing communication. Advertising and promotional strategies in cross cultural markets – Navigating competing forces of globalization and localization in the future -Convergence vs Divergence of world cultures.

Practicals / Project:

Global Market and Global Opportunities – Market selection – Marketing Channels analyzing - Foreign exchange market - advertising/ Promotion – Communication techniques – Behaviour - globalization and localization

Text Books

1. Keegan W. J 1995 Global Marketing New Delhi : Prentice Hall of India
2. Buzzel R. D et.al 1995. Global Marketing Management: Cases and Readings. New York: Addison – Wesley Publishing Co
3. Bhattacharya B. 1996. Going International. New Delhi: Wheeler Publishing Co.

Reference Books

1. Johny K. Johansson (2009) Global Marketing: Foreign Entry, Local Marketing, and Global Management, 5th Edition, Mcgraw – Hill/ Irwin.

2. De Mooij, M. (2011) Consumer Behavior and Culture: Consequences for Global Marketing and Advertising. 2nd Edition Sage Publications
3. Peter, J. P & Olson, J.C. (2014) Consumer Behavior and Marketing strategy , Madison, WI, USA : Irwin –Mcgraw hill

18MS3037 MARKETING ANALYTICS

Credits: 3:0:1

Course Objectives:

- To impart in-depth knowledge in different methods of analysis and intelligent decision making.
- To Marketing analytics uses important business metrics, such as ROI, marketing attribution and overall Marketing effectiveness.
- To deliver data-driven predictions that we can use to influence the future by answering decision Oriented questions.

Course Outcomes:

- Will be able to apply the different methods of analytic techniques for different marketing problems.
- Enhancement of quality of business decision making for better understanding of customers and Competitors.
- Betterment of prioritization of the marketing tactics and demonstration of the value marketing contributes to sales.
- To interpret and review existing metrics and to recommend additional metrics for tracking.

Course Description

Introduction to marketing analytics - Predictive analytics and Big Data - Basics of a statistical software package - Excel for analysis - Pricing analytics - Forecasting and New product analysis - Conjoint analysis - Cluster analysis - Factor analysis - Simple Regression – Correlation - Multiple regression to forecast sales - Non Linear pricing and Skimming - Modeling Trend and seasonality - Customer Lifetime Value Calculation. Data Science with python - Data Visualization with python - Brand Management - Consumer Market Research - Strategic marketing analytics - Advanced database marketing - Data analytics in the real world - Data interpretations and visualizations. Web analytics - Measurement and interpretation - Google analytics - Text mining and analytics – Online analytical web usage mining – Web mining for web personalization – Web traffic analytics. Exploratory data analysis – Probability – Inference

Practicals / Project:

Promotion Analytics - Measuring the effectiveness of Advertising - Customer Valuation - Segmentation and targeting through customer analytics - Social media analysis. R, R packages - Machine learning - Decision trees - Regularized regression - Predictive analytics - Retailing Analytics , Big data- Hadoop – Spark - Root cause analysis - Advanced measurement – Moving to the cloud – Marketing Automation Backslash

Text Books:

1. Wayne L. Winston (2014) Marketing Analytics : Data-Driven Techniques with Microsoft Excel: John Wiley & Sons
2. Stephen Sorger (2013) Marketing Analytics : Strategic Models and Metrics : CreateSpace Independent Publishing
3. Chuck Hemann and Ken BurBary (2013) Digital Marketing Analytics: Que Publishing
4. Elie Ofek (2014), –Customer Profitability and Lifetime Value, Harvard Business Review

18MS3038 MARKETING RESEARCH

Credits: 3:0:1

Objectives:

- To orient towards the importance of marketing research,
- Introduce the various techniques involved in the market research

- To determine the dimensions of the marketing problems, facilitate evaluation of the alternative solutions of different problems and help in the selection of a right course of action.
- To define a business problem into a methodological framework and perspective for analysis

Outcome:

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

- Secure an overview about research for new product development
- Carry out research in pricing, distribution and promotion realms.
- Identify appropriate research approaches, preparing measurement instruments, Designing a sampling approach and sampling frame
- Data collection, analysis and interpretation

Course Description: Introduction to Marketing Research – MR agencies in India – Marketing Information System – Marketing Research process – Problem Formulation - Marketing Research design. - Techniques of Market Research: Desk Research – Trade Research – Panel Research: Technical considerations in Panels – Benefits and limitations of each of these techniques – Qualitative research techniques. Sampling Design – Questionnaire design – Data collection - Data analysis and report writing - Research for New Product Development: New product developments – Pricing and Distribution Research - Pricing new products – Distribution Research - Promotion Research - Advertising Research.

Practicals / Project:

Problem Formulation - Field work for getting a research problem from a local firm Data collection – Field work for data collection, Data analysis - SPSS workshop

References:

1. Malhotra.M.(2008) Marketing Research and Applied Orientation, 6e, Pearson Education, India
2. Scott M. Smith, Gerald S. Albaum, Fundamentals of Marketing Research (2005), SAGE

18MS3039 STRATEGIC MARKETING

Credits: 3:0:1

Course objective

This course enables the participants to

- understand and develop strong knowledge on fundamentals of strategic plan, checklist to be prepared for marketing strategy plan.
- Basic skills required developing a depth strategic plan
- Students will be familiar on challenges faced by corporate in developing a successful plan which enhance skills on handling challenges in executing the strategy

Course outcome

- To understand the key aspects and fundamentals of strategic plan and effective formulation of competitive strategy
- To identify and understand the STP strategies and its role on strategic plan
- To apply innovation in product development strategy
- To understand generic strategies and its implications in pricing and distribution
- To prepare the checklist for successful marketing plan.

Course description

Marketing- Its role in identifying opportunity and competitive advantage: Value creation and marketing- developing and maintaining competitive advantage- changing dynamics of marketing and its environment. Segmentation targeting and positioning : Segmentation strategy- points of differentiation- the FMCG and services STP insights. Product Management : Product development tools – product management- new product development and launch. Marketing strategy A: Generic and specific strategies- branding, pricing and distribution imperatives- simulation game. Marketing strategy B : Lifetime value of customers, customer management and CRM- financial and economic implication of marketing strategy- crafting the marketing plan- staircase analysis.

Practicals/ Project: Survey – FMCG services and marketing strategy; crafting a marketing plan for any industry in distress

References:

1. Orville, C. Walker John W. Mullings (2014), Marketing Strategy, Tata MaGraw Hill
2. Ashok Ranchhod and Colin Gurau (2007), Marketing strategies, Pearson
3. Todd Mooradian, Kurt Matzler and Larry Ring (2011), Strategic Marketing, Prentice
4. Alexander Chemev (2011) The Marketing plan handbook, 2E, Cerebellum Press

18MS3040 MARKETING TO BASE OF PYRAMID CONSUMERS**Credits: 3:0:1****Objectives:**

- To identify nature of BOP market
- To understand the awareness if the BOP markets are Brand conscious or not
- BOP solutions for developed market

Outcome:

- Apply lessons for MNCs from BOP markets
- Need for new products and services
- Benefits to the private sector
- The ecosystem for wealth creation
- Learning the sanctity of contracts
- Are the poor kept poor

Course Description:

Understanding Poverty and the Base of the Pyramid-Consumption and marketing practices in BoP contexts: few challenges-The institutional context of BoP markets.-Conducting Marketing Research in BoP Markets-BoP Consumers and Producers-Producers and Entrepreneurs at the BoP. Informal Economy-Alternative Market initiatives at BoP-Ethical issues

Practicals/ Project:

Develop the marketing strategy for the BOP market, a product , service and identify the alternate market initiative

References:

1. C.K.Prahlad, 2006, “The Fortune at the bottom of the Pyramid”, Wharton Publishing
2. Junaid Javaid, “ The Bottom of the Pyramid: A case study on Marketing products & services”, GRIN Publishing, 2015
3. Stuart L.Hart, Fernando Casado Caneque, “Base of the Pyramid 3:0 :Sustainable Development”, Greenleaf Publishing, 2015
4. Chantell Beaty, “ Marketing Research and Bottom of the Pyramid”, CreateSpace Independent Publishing, 2016

18MS3041 LOGISTICS CONCEPTS AND PLANNING**Credits: 3:0:1****Objectives:**

- To provide an understanding of the basic concepts in logistics management;
- To give an insight about the logistics market; and
- To provide an overview of the Logistics System.

Outcomes:

- To apply the fundamentals of logistics management for the efficiency in performance.
- To demonstrate the skills in logistics functional strategies.
- To evolve a suitable decision making functions in logistics related issues.

Course Description: Concepts of Logistics - Integrated logistics: Logistics evolution, logistics operations integration, Supply Chain relationships, logistics system design - Logistics positioning, integration theory, transportation design, Logistics strategy - Logistics planning triangle, logistics functional strategies and applications, purchasing decisions, storage decisions, inventory decisions and location decisions, logistics planning and design.

Practicals / Project:

Possibilities of Integration of logistics flow (inbound and outbound), Installing relationship among different clients and customers in the supply chain, logistics and supply chain design, calculation of logistics costs under various circumstances and scenarios, Storage decisions, vendor maintain inventory

References:

1. Khalid Zidan, Supply Chain Management: Fundamentals, Strategy, Analytics & Planning for Supply Chain and Logistics Management (Logistics, Supply Chain Management, Procurement), Createspace Independent Pub, 2016
2. V.V. Sople (2015), Logistics Management, New Delhi: Pearson Limited.
3. Lemay Stephen, Bloomberg, David J Hanna Joe (2002), Logistics, New Delhi: Prentice Hall.
4. Singh P Rakesh Ailawadi, Satish C (2012), Logistics Management (2nd ed.), New Delhi: Prentice Hall India.

18MS3042 WAREHOUSE AND DISTRIBUTION FACILITIES MANAGEMENT

Credits: 3:0:1

Objectives:

- To provide an understanding of the basic concepts pertaining to warehousing operations;
- To give an insight about the procedural set-up of warehousing; and
- To offer an overview of managing warehouse efficiency.

Outcomes:

- To address the issues related to warehousing.
- To display the skills of unitization, and
- To show the efficiency in distribution facilities management.

Course Description: Issues, Equipment, Processes Warehouse rationale and material flow, warehouse operations, systems, Layout, Managing Warehouse Efficiency - Order Picking, Measuring warehouse efficiency, warehouse workforce design and development, Unitization, Shipping and Packaging - Unitizing, packaging, Packaging for transportation, Distribution Facilities Management Materials Handling System design, Material handling technologies, site selection.

Practicals / Project:

Warehousing issues, Equipments used in a warehouse, maintenance of warehouse, Warehouse Management Systems, Order Picking and Processing, Warehouse design and layout, Packaging and shipping, Unitizing the cargo, Material Handling in a warehouse, Warehouse and ERP.

References:

1. Meir Liraz (2017), Guide to Effective Retail Merchandise Management (1st ed.), Create Space Publication, 2017
2. Gwynne Richards (2014), Warehouse Management: A complete guide to improving efficiency and minimizing costs in the modern warehouse, Kogan Page Publications, 1st Edition, 2014
3. S. A. Jiffry (2012), Effective Warehouse Management – Lamber Academic Publishing.
4. Peter Baker, Alan Rushton, Phil Croucher. (2014), The handbook of Logistics and Distribution Management (5th ed.), Kogan Page.
5. Keller B (2013), Specifications of the definitive guide to warehousing: Managing the store and handling of materials and products in the Supply Chain, New Delhi: Pearson Education (Singapore) PTE. Ltd.,

18MS3043 FREIGHT TRANSPORT MANAGEMENT

Credits: 3:0:1

Objectives:

- To provide a basic understanding about freight management;
- To give an broader view on the fundamentals of transportation component in Logistics

management; and

- To give an overview of the regulatory framework of transportation.

Outcomes:

- To apply the essentials of freight management in cost efficiency.
- To show the skills in the documentation process of transportation, and
- To help the management in the decision-making process to manage their cargo movement.

Course Description: Transport fundamentals - Transport systems, choices, characteristics, types of services, freight costing and pricing, Documentation, Regulation and Policy - Documentation, Transportation regulation and public policy, transportation policy, associations, Transport decisions - Transport service selection, Vehicle routing and scheduling.

Practicals / Project:

Basics of transportation, types of transport services, Freight costing/pricing and Freight Management, Rules, regulations and policies governing Freight, Documentations used in Freight Management, Vehicle routing and its issues, Scheduling and its issues.

References:

1. Michel Savy, June Burnham (2011), Freight Transport and the Modern Economy, Routledge Chapman and Hall
2. David Lowe (2005), Intermodal Freight Transport, Elsevier Butterworth Heinemann
3. Nagabhushana Rao S (2004), Transportation Management, New Delhi: Nidhi Book Centre.
4. Kunaka Carruthers (2014), Trade and Transport corridor management, World Bank Publications.

18MS3044 INTERNATIONAL LOGISTICS

Credits: 3:0:1

Objectives:

- To explore the crux of international logistics;
- To showcase the nitty-gritty of modes of international transportation; and
- To Present the various risks involved in all modes of transportation.

Outcomes: After completing this course, the student should be able to:

- To define the basic inputs of international logistics.
- To portray the feasibility of decisions in relation to the selection of modes of transportation, and
- To tackle the issues related to fixing the precise INCOTERMS for the consignment.

Course Description: Definition, concept and importance - Meaning and significance of International Transportation, Modes of International transportation, Freight costing and pricing, Ocean and Air mode of transportation - Features, Types and terminology, Freight, parties and Perils associated with sea mode, Unit Load Device concept, Air cargo tariff structure, Air freight consolidation, IATA, TIACA, Concept of Land Mode, Intermodalism - Road, Rail, pipeline, Containerisation, Procedural and Documentation - EXIM procedure, INCOTERMS 2010, Packing and labeling for exports.

Practicals / Project:

Freight costing/pricing and Management, Features of Ocean and Air mode of transportation, terminologies used in International Logistics, Unit Load Device, Air cargo tariff structure, Air freight consolidation, IATA, TIACA, Concept of Land Mode, Intermodalism - Road, Rail, pipeline, Containerisation, Procedural and Documentation - EXIM procedure, Impact of INCOTERMS and PAYTERMS in Logistics cost.

References:

1. S.Sudalaimuthu and S. Anthony Raj (2015), Logistics Management for International Business: Text and Cases (2nd Revised Ed), New Delhi: Prentice Hall India Limited.
2. Pierre A. David and Richard D Stewart (2010), International Logistics: Management of International Operations (3rd Edition), Cengage Learning Custom Publishing.
3. Branch A E (2008), Global Supply Chain Management and International Logistics (1st Edition), New Delhi: ANE Books

4. Faustino Taderera (2010), Principles and Practice of International Logistics: Supply Chain, Shipping, Warehousing, LAP-Lambert Academic Publishing.

18MS3045 CONTRACT AND REVERSE LOGISTICS

Credits: 3:0:1

Objectives:

- To provide an understanding of the basic concepts in contract logistics;
- To offer a broader view of reverse logistics; and
- To cultivate the importance of delivering logistics services.

Outcomes:

- To emanate the skills of fixing the contract logistics for their organisation.
- To leverage the concept of outsourcing the logistics activities, and
- To enhance the possibilities of addressing delivery related issues.

Course Description: Contract Logistics - Third Party Logistics, Formulating and selecting contract logistics provider, implementing outsourcing strategy, Introduction to reverse logistics - Closed loop supply chains and reverse logistics, business and market review, Emerging trends in Reverse Logistics - Systems and technology, managing processes, Delivering Logistics Services - Project/Operations planning, Managing service quality and performance.

Practicals / Project:

Reasons for Contract and Reverse Logistics, Closed Loop Supply Chains, Flow of Reverse Logistics, Emerging trends in reverse logistics, outsourcing and cost of reverse logistics, Intricacies in Third Party Logistics, developments in Third Party Logistics management and reverse logistics.

References:

1. Rommert Dekker, Moritz Fleischmann, Karl Inderfurth (2010), Reverse Logistics: Quantitative Models for Closed-Loop supply chains, Springer Publishing, 2010
2. Janina Bohling (2013), Outsourcing and Third Party Logistics, Grin Verlag Publishers.
3. Jerry Davis and Curtis Greve (2012), An Executive guide to Reverse Logistics: How to find hidden profits by managing returns, Greve Davis Publishing
4. Van Wassenhove Wassenhove Inderfurth Fleischmann Dekker (2010), Reverse Logistics, Springer Publications
5. Janina Bohling (2013), Outsourcing and Third Party Logistics, Grin Publishing, 2013

18MS3046 SUPPLY CHAIN AND LOGISTICS MANAGEMENT

Credits: 3:0:1

Objectives: This course aims to:

- Provide an understanding of the fundamental concepts in Supply Chain;
- provide a platform to evolve a successful supply chain performance; and
- offer the ways of forecasting to enhance Supply Chain planning.

Outcomes: After completing this course, the student should be able to:

- Apply the basics of logistics management for the efficiency in performance.
- Demonstrate the skills in managing material flow in the organisation.
- Display the exploring global logistics market.

Course Description: Concepts of Supply Chain - Service and manufacturing supply chain dynamics, Integrated Supply Chain design, Supply Chain strategies, Supply Chain Performance Drivers and Forecasting - Logistics drivers, cross functional drivers, Collaborative Planning , Forecasting and replenishment (CPFR), Sales and Operations Planning - Introduction to Sales and Operations planning, Resource planning, scheduling.

Practicals / Project:

The purpose of exposing students to the complexity of managing the supply chain, they will be asked to explain to submit a report on supply chain practices in automobile / retail / food / consumer durable / pharmaceutical industry.

References:

1. Sunil Chopra, Peter Meindl, *Supply Chain Management: Strategy, Planning, and Operation* (2015) 6th Edition, Pearson Education Limited
2. Ling Li and Ling Li (2007), *Supply Chain management: Techniques and practices – Enhancing the value through Collaboration*, World Scientific Publishing company.
3. Robert Monczka, Robert Trent and Robert Handfield (2007), *Purchasing and Supply Chain Management*, International Edition: South-Western Publishing, Thomson Learning Inc.
4. Rahul V Altekar (2009), *Supply Chain Management: Concepts and cases* (1st Edition), New Delhi: Prentice Hall India Pvt Ltd.,

18MS3047 MATERIALS AND INVENTORY MANAGEMENT**Credits: 3:0:1****Objectives:** This course aims to:

- Provide an understanding of the basic concepts in Materials and inventory management;
- give an insight about the cost aspects of Inventorying; and
- Provide an overview of the inventory control system.

Outcomes: After completing this course, the student should be able to:

- Relate the basics of material flow in the organisation;
- Exhibit the skills in managing Inventory system; and
- Display the expertise in evolving successful Inventory management methods.

Course Description: Materials Management - Materials classification, storage, handling and inventory - ,Inventory Planning - Inventory functionality and principles, inventory types and characteristics, costs relevant for inventory decision making, planning the inventory resource, accommodating uncertainty, Inventory Management - Policies, Processes, strategic development process, methods for improved inventory management, selective inventory control system, tools for inventory control.

Practicals / Project:

simulation game that introduces students to basic inventory management concepts. This hands-on, active-learning exercise presents students with a simulated single-product inventory environment that requires them to make ordering decisions in an attempt to minimize the total relevant inventory costs in the face of variable demand.

References:

1. S.N.Chary (2009), *Production and Operations Management*, Tata McGraw-Hill Education.
2. Richard J. Tersine (1993), *Principles of Inventory and Materials Management* (4th Edition), Pearson Limited
3. Gopalakrishnan (2009), *Materials Management* (1st Edition), New Delhi: PHI Learning Pvt Ltd.,
4. A.K. Datta (2009), *Materials Management: Procedures, Text and cases* (2nd Edition), New Delhi: PHI Learning Pvt Ltd.,
5. John W. Toomey (2000), *Inventory Management: Principles, concepts and Techniques* (Materials Management Logistics series), London: Springer – Verlag GmbH.

18MS3048 PURCHASING AND STRATEGIC SOURCING**Credits 3:0:1****Objectives:**

- To offer a broader outlook on purchasing function;
- To figure out the possibilities of strategic outsourcing through conceptual analysis; and
- To provide an overview of the Strategic outsourcing quality.

Outcomes:

- To look into the purchasing operations and its structure;
- To analyse the possibilities of effective strategic outsourcing analysis; and
- To evaluate the quality of strategic outsourcing and its process.

Course Description: Purchasing operations and structure - Purchasing and supply processes, purchasing policy and procedures, Supply Management integration for competitive advantage, purchasing and supply organisations, Strategic Outsourcing Analysis - Supply management and commodity strategy development, supplier evaluation and selection, Tools and techniques of purchasing analysis, Strategic Outsourcing Quality - Supplier quality management, supplier management and development, Strategic Outsourcing Process - Strategic Cost management, Negotiation, contract management.

Practicals / Project:

Purchase process in organisation, purchasing and supply process, procedures followed in purchasing, Supply chain integration, Strategic outsourcing analysis, Supplier evaluation and selection, tools and techniques of purchasing analysis, negotiation and contract management.

References:

1. Gopalakrishnan P (2016), Purchasing and Materials Management (2nd Edition), New Delhi: McGrawHill Education (India) Pvt Ltd
2. Sarika Kulkarni (2011), Purchasing and Inventory Management (1st Edition), Shroff Publications.
3. Mohsen Shirani (2012), Strategic Outsourcing, LAP-Lambert Academic Publishing.
4. Folinas (2012), Outsourcing Management for Supply chain Operations and logistics services, Information Science Reference.

18MS3049 MARKETING CHANNEL DESIGN AND DISTRIBUTION PLANNING

Credits: 3:0:1

Objectives:

- To cover the wider spectrum about the marketing channel design and distribution planning;
- To offer the various distribution strategies; and
- To provide knowledge on the effective management of pricing and revenue.

Outcomes:

- To contribute in the distribution strategies of his/her firm.
- To add nitty-gritty ideas into the effective managing of their distribution functions; and
- To showcase the efficiency in Pricing and revenue management in Supply Chain.

Course Description: Marketing Strategies and Physical Distribution, Distribution strategies - Direct shipment, intermediate inventory storage points, transshipment, Retailer-supplier partnerships, Distribution resource planning and implementing, Pricing and revenue management in Supply Chain - Multiple customer segments, Perishable assets, seasonable demand, Bulk and spot customers.

Practicals / Project:

Channel issues, Physical distribution network strategies, local distribution and international distribution, Relationship between suppliers, Cost, Profit and responsibility sharing, Inventory related issues.

References:

1. Ross (2014), Distribution Planning and Control (2nd Edition), Springer Publications
2. Liwen Chen (2016), Issues in Operations Management and Marketing interface research: Competition, product line design and channel coordination, Proquest, UMI Dissertation Publishing.
3. Pingali Venugopal (2001), Marketing Channel Management: A customer – centre Approach (1st Edition), SAGE Publications India Pvt Ltd.
4. Donald Waters (2010), Global Logistics and Distribution Planning and Strategies for Management (Revised Edition), CRC Press.

18MS3050 ENTERPRISE RESOURCE PLANNING

Credits: 3:0:1

Objective:

- To make students understand the systems which integrate internal and external management information across an entire organization.
- To understand the nuances of ERP
- To know the advantages and the future prospects of ERP

Outcome:

- The understanding of ERP models and information flows underlying the ERP softwares.
- How integration works in an enterprise system, and the linkages with organizational processes.
- The basic principles and issues behind the ERP system design and configuration.
- Understanding of issues involved in ERP implementation

Course Description: Introduction: Basic concepts of ERP, Justification for ERP investments, Risks and Benefits of ERP- Business Process Reengineering, Data Warehousing, Data Mining, Product Life cycle Management. ERP Implementation Life cycle, Implementation methodologies, ERP project teams, Process definition, Vendors and Consultants, contracts with vendors and consultants, Data migration , Project management and Monitoring, Success and failure factors of an ERP implementation. Business Modules of an ERP Package: Finance, Manufacturing, Human Resources. Business Modules of an ERP Package: Plant Maintenance, Materials Management, Quality Management, Marketing, Sales, Distribution and services. The various companies which supply ERP products: SAP, Oracle, Peoplesoft, JD Edwards- ERP and the internet - Future Directions trends in ERP

Practicals / Project:

Creating Master database in ERP, designing user interface screen for HR activities, Preparing process flowcharts for inventory management , Finance and sales.

References:

1. Leon,A.(2003). Enterprise Resource Planning Demystified (3 rd Edn.),Tata McGraw Hill:India
2. Murthy,C.S.V.(2006), Enterprise Resource Planning (2 nd Edn.),Cengage learning : Delhi
3. Sadagopan,S.(2006) Enterprise Resource Planning(2 nd Edn.),Cengage learning : Delhi
4. Monk,K.(2007) Enterprise Resource Planning(1 st Edn.),Cengage Learning:New Delhi
5. Vinod,G.K, Venkatakrishna,N. K.(2006) Enterprise Resource Planning (2 nd Edn.),Concepts and Practices Cengage learning : Delhi

18MS3051 ADVANCED PRODUCTION MANAGEMENT

Credits: 3:0:1

Objective:

- To understand in detail the production planning process and to be able to solve daily problems faced in the shop floor due to Production planning issues. To understand inventory issues
- To familiarize the applications in basic material planning and quality concepts
- To enable the students to understand the basic concepts of International Quality Standards

Outcome:

- The student will be able to perform Material Resource Planning for any type of production system
- The student will be able to manage inventories without affecting the production plan
- Develop an ability to take decision in operational areas such as: facility requirements and utilization, control and coordination of resources, inputs and outputs, types of transformation/conversion processes and performance measurements

Course Description: Production Planning system: Manufacturing Planning and Control system, Sales and operations Planning, , MRP process, Uses of MRP. Production Activity Control: Data requirements, Order preparation, Scheduling, Load leveling, Scheduling Bottlenecks, Theory of

Constraints and Drum-Buffer-Rope. Inventory Management: Inventory and the flow of materials, Functions of inventory, Objective of inventory management, Order point system, Determining safety stock, Determining service levels, Different forecast and Lead-Time intervals, Determining when the order point is reached, Periodic review system, Distribution inventory. Products and processes: Need for new products, Product development principles, Product specification and Design, Process design, Continuous process improvement

Practicals / Project:

Manufacturing resources planning, makes the production plan, Master Scheduling: Developing a master production schedule. Materials Requirement Planning: Bill of Materials, Inventory costs, Economic order quantity, Variations of EOQ model, Period –order quantity. Independent demand ordering system

References:

1. Tony Arnold, Stephen N.C, Lloyd M.C. “ Introduction to Materials Management “, Pearson Education, 2011
2. Thomas E.V, William L.B, Clay D. W, “ Manufacturing Planning and Control for Supply chain Management, Tata McGraw Hill Publication, 2011
3. Stephen N. Chapman (2005) The Fundamentals of Production Planning and Control , Mar 11, 2005
4. Jorg Thomas Dickersbach and Gerhard Keller Production Planning and Control with SAP ERP (2nd Edition)
5. V.D.Vohra (2010) ,Quantative Techniques in Management (4th edn),Tata McGraw Hill Education Private Limited : Delhi

18MS3052 MANUFACTURING PLANNING AND CONTROL

Credits: 3:0:1

Objectives:

- Manufacturing planning and control entails the acquisition and allocation of limited resources to production activities
- to satisfy customer demand over a specified time horizon.
- to plan and control problems are inherently optimization problems, where the objective is to develop a plan that meets demand at minimum cost or that fills the demand that maximizes profit.

Outcome:

- To inculcate on the decisions on production and inventory quantities.
- To study the demand management and the evaluating technique of forecast
- To know the production activity control
- To learn the manufacturing order quantities of production control .

Course Description: Introduction: MPC system framework, definition of MPC. Demand Management: Demand management and MPC environment, Communicating with other MPC modules and customers, Producing and evaluating detailed forecasts, using the forecasts. Sales and Operations Planning: Introduction, Fundamentals, The sales and Operations Planning process. Master production Scheduling: The MPS activity, MPS techniques, BOM structuring for the MPS, The final assembly schedule, managing the MPS. Distribution Requirement Planning: Introduction, Techniques, Managing issues with DRP. Just-in-Time: JIT in MPC, JIT Application, Non-repetitive JIT and Joint-firm JIT. Production Activity Control: Framework, Techniques and examples. Advanced Concepts in Scheduling: Basic scheduling research, Advanced research findings, Multiple constraint Scheduling Determining Manufacturing order quantities: EOQ, POQ, PPB, Wagner-Whitin Algorithm, Buffering concepts

Practicals / Project:

Material requirement planning, Just-in-Time, Production Scheduling, Economic Order Quantity, Product Order Quantity, Wagner-Whitin Algorithm

Text Books

1. Thomas E.V, William L.B, Clay D. W, “ Manufacturing Planning and Control for Supply chain Management, Tata McGraw Hill Publication, 2011
2. Tony Arnold, Stephen N.C, Lloyd M.C. “ Introduction to Materials Management “, Pearson Education, 2011
3. Stephen N. Chapman (2005)The Fundamentals of Production Planning and Control , Mar 11, 2005
4. Jorg Thomas Dickersbach and Gerhard Keller Production Planning and Control with SAP ERP (2nd Edition)
5. Billington, Dennis, (2009), Production Planning and Inventory Control, PHI Learning

18MS3053 BEHAVIORAL OPERATIONS MANAGEMENT**Credits: 3:0:1****Objectives:**

- Understand the Behavioral OM Experiments
- Buyer -Supplier relationship
- Supply chains and behavioral aspects

Outcome:

- Lean supply Chains and Behavioral perspectives
- Supply chain integration using NK simulation
- Behavioral Decision making and Network dynamics
- Learning on the shop floor experiences
- Incentives for cost transparency

Course Description:

The study of Behavioural Operations-Process and Perception- Dynamic Pricing in Revenue Management-Envisioning motivation and Performance in Work Design- Intertemporal choices in Project based organisations -Impulsiveness and Emotions-Sharing the Risk- Supply Chain Negotiator-Behaviour Assessment Test on Conflict Management-Kicking the mean Habit-A chain of hands

Practicals/ Project:**References:**

1. Christoph H. Loch, Yaozhong Wu, “ Behavioral Operations Management”, Publishers Inc., 2005
2. Illaria Giannoccaro, “Behavioral Issues in Operations management: New Trends in Design, Management”, Springer, 2013
3. Jan C. Fransco, Toni Waepler, John R. Wilson,” Behavioral Operations in Planning and Scheduling”, Springer, 2011

18MS3054 PRICING AND REVENUE MANAGEMENT**Credits: 3:0:1****Objectives:**

- To highlight on the financial impact of pricing and revenue optimization
- Traditional approaches to pricing
- To understand the economics and limits of price Differentiation

Outcome:

- To assess the Tactics of Price Differentiation
- To know about the volume discounts
- To analyse Optimal Pricing with the supply constraint
- To assess the Variable pricing in action
- To apprise on the Tactical Revenue Management

Course Description:

Price Optimization-Pricing Decision-Price Response with Competition-Price Differentiation and Variable Pricing-Simulation Game–Scenario 1-Simulation Game–Scenario 2-Dynamic Pricing-

Markdown Pricing-Revenue Management-Capacity Allocation-Network Management-Demand Forecasting-Bid Price Approach-Customized Pricing.

Practicals/ Project:

Measuring the pricing and revenue management of corporates in different sectors

Measure the capacity allocation management

Find out the effectiveness of Network Bid Pricing

References:

1. Robert Phillips, “ Pricing and Revenue Optimization”, Stanford University Press, 2005
2. Irene C.L Ng, 2003, “ The Pricing and Revenue Management of Services: A strategic approach”, Routledge
3. I. Yeoman, U. McMahon- Beattle, “Revenue Management: A practical Pricing Perspective”, 2010, Palgrave McMillan
4. I. Yeoman, U. McMahon, “Revenue Management and Pricing: Case studies and Applications”, Thomson Learning , 2005

18MS3055 CROSS CULTURAL MANAGEMENT

Credits: 3:0:1

Objectives:

- To learn organizational culture within and between countries, across different cultures
- To familiarize management aspirants to practice global management practices, when they work in MNCs and international NGOs
- To offer a selective but broad view of current thinking on culture linked to management, organization and communication

Outcome:

- The course participants stand to gain a substantial understanding of key contemporary issues such as cross cultural conflict
- They are equipped with appropriate negotiation skills required to be a successful cross cultural communicator.
- They know the challenges on cross-cultural issues

Course Description: Concept – elements and characteristics – cultural variables – types of culture – role of culture – effect of culture on behavior Organizational Systems, Structure and Design: - system’s view of organization – organization structure and relationships with systems – culture and organizations - cultural differences – dimensions–change process – organizational climate – culture and diversity – importance of diversity – barriers to cultural diversity – cross cultural issues and theories – models of cross cultural analysis – Globalization and Culture- institutional factors that promoted globalization – globalization challenges for managing OB - purpose and values . interface between technology and culture – sociological and economic issues in technology management – strategic technology management – technological determinism – Cultural issues in Mergers and Acquisitions (M & A): cross cultural issues in M & As – cross cultural dimensions of cross border M & As – cross-cultural due diligence – Cross-Cultural Decision-Making: - scientific process – contingency approach to decision making – cross cultural differences in decision-making styles Cultural dimensions and dilemmas – culture and leadership – cultural change in organizations. Communicating in and between cultures – barriers in cross cultural management communication – negotiating in international context – intercultural relationships

Practicals / Project:

Importance of cultural awareness with reference to culturally insensitive attitudes and behaviours stemming from ignorance and misguided beliefs; Employment of an extended family; Use of substances like chewing betel nuts a practice in India and Papua New Guinea; Hofstede’s framework of national culture; Attitudes of senior management to International Operations; HR implications in the vision, mission, values, strategy and structure; Post-acquisition trends in HRM practices; Recruitment of inpatriates manager; Home and family issues; Work arrangements; Travel logistics; Health concerns; Pre-departure training programmes; Culture awareness programmes; Performance management of International employees.

References:

1. Dipak Kumar Bhattacharyya, Cross-Cultural Management, 2010, PHI Learning Private Limited, New Delhi
2. Marie-Joelle Browaey and Roger Price, Understanding Cross-cultural Management, 2010, Dorling Kindersley (India) Pvt. Ltd, New Delhi
3. Maureen Bridget Rabotin, Culture Savvy: Working & Collaborating Across the Globe, 2012, Cengage Learning India Pvt. Ltd, Delhi 110092
4. S.C. Gupta, Global Business and Cross Culture, 2012, Galgotia Publishing Company, New Delhi – 110058
5. Richard M. Steers, Carlos Sanchez-Runde, and Luciara Nardon, Management Across Cultures Challenges and Strategies, ISBN:9781107606210, Cambridge University Press, New Delhi – 110002

18MS3056 COMPENSATION MANAGEMENT**Credits: 3:0:1****Objectives:**

- To have an insight into compensation structure followed in the industry
- To know the process of linking performance with pay
- To understand the value/ process of framing of different benefit plans
- To explore methods by which labour costs could be controlled

Outcome:

At the end of the course,

- Students would be able to frame a strategic pay model
- Students would be able to frame incentive schemes, benefit plans based on organizational/industry requirements
- students will also be able to work out labour costs and suggest measures to have labour costs under control

Course Description: Compensation: Definition, Dimensions – Compensation System – Strategic Pay Decisions: Developing a total compensation strategy - Best fit Versus Best Practices –Job Analysis and Job Evaluation. Internal alignment as a compensation strategy; factors influencing internal structure : Tailored Versus Loosely coupled, Egalitarian Versus Hierarchical. Considering External Competitiveness: Factors shaping external competitiveness: Labour Market, Product Market Factors, Organisation Factors, Relevant Markets - Competitive Pay Policy Alternatives. Pay for performance Plan - Types of Pay for Performance: Shop Floor Incentives, Sales Force Incentive Schemes, – Profit Sharing – Gain Sharing – Employees Stock Ownership Plan (ESOP) – Role of Performance Appraisals in determining pay for performance. Incentive plans. Components of a benefit plans - Role of Union in determining compensation

Practicals / Project:

Designing Pay Structure, Designing Pay Slip, Calculation of PF, ESI, Income Tax (TDS), Designing Incentive Plans, Designing Benefit Plans.

References:

1. Milkovich, G.T., and Newman, J.M., (2005) Compensation (8th edn.), India: Tata McGraw Hill
2. Richard I. Henderson, (2006) Compensation Management in a Knowledge Based World (10th edn.), India: Pearson Education

18MS3057 LABOUR LEGISLATION AND INDUSTRIAL RELATIONS**Credits 3:0:1****Objectives:**

- To provide adequate knowledge and critical understanding of substantive and procedural labour laws in operation in India

- To make the participants take keen interest in the practical aspects of Industrial Relations for the betterment of the employer-employee relations.
- To expose the students to a variety of IR situations with special reference to disciplinary action, discharge, dismissal and other related matters and to equip them with the necessary tools to apply the law to a given set of facts.

Outcome:

- Apply latest knowledge in issues related to employment rules and laws
- The participants will be able to handle legal issues pertaining to industrial relations in organizations
- To be equipped with skills to manage employer-employee conflicts/grievances.

Course Description: Laws on Working Conditions - Factories Act, 1948: Approval, licensing and registration of factories - Health, Safety and Welfare Provisions – Working Hours and Leave; Contract Labour (Regulation and Abolition) Act, 1970: Registration, Licensing of Contractors – other provisions; Industrial Relations- Industrial Disputes Act, 1947: Strike, Lockout, Layoff, Retrenchment, Grievance and Disciplinary Procedures, Unfair Labour Practices, Penalties. Industrial Employment (Standing Orders) Act, 1946: Information in standing orders - Procedure for submission – Certification – Modification; Trade Unions Act, 1926: Registration of trade union - Rights and Liabilities - Dissolution of Trade Unions; Minimum Wages Act, 1948: Payment of Wages Act, 1936 :Payment of Bonus Act, 1965: Laws on Labour Welfare - The Employee Compensation Act, 1923 : The Employees’ State Insurance Act, 1948: The Maternity Benefit Act, 1961: Laws on Social Security - The Employee’s Provident Fund and Miscellaneous Provision Act, 1952: The Payment of Gratuity Act, 1972.

Practicals / Project:

Factory procedures in Health, Safety & Welfare. Compliance Forms & Records, Standing Order Preparation, Factory & Establishment Inspector interaction for duties & rights, ESI & PF Trade Union office Visit,

References:

1. P.L. Malik, “Handbook of Labour and Industrial Law”, Eastern Book Company Publishing Pvt. Ltd., Third Edition, 2010
2. B.D. Singh “Labour Laws for Managers”, Excel Books, First Edition, 2007
3. Labour & Industrial Laws, P.K. Padhi (2010), PHI Learning P. Ltd.
4. T.N Chhabra & R.K.Suri “Industrial Relations” Dhanpat Rai & Co,2007
5. P.R.N. Sinha, Industrial Relations, Trade Unions, and Labour Legislation, Pearson, 2010.

18MS3058 MANAGING EMPLOYEE PERFORMANCE

Credits: 3:0:1

Objectives:

- To enhance knowledge about employee performance in organizations
- To enable the participant to distinguish individual and organizational performance
- To provide insights into the various methods and techniques of performance evaluation
- To facilitate planning for performance, coaching, measuring and mentoring

Outcome:

At the end of this course the student participant will be able to

- Thoroughly transpire the nuances of employee performance management
- Create templates and models to measure performance
- Plan, execute and monitor individual performance and generate reports
- Familiarize with the latest trends and technological support for managing performance

Course Description: Performance Planning - Performance Planning – Meaning – Planning need based Individual Performance – Approaches – Contexts and explanations - Identification of Target – Action Plans – Goal Setting Identifying performance indicators - Key Result Areas – Key - Performance Areas - Competency Levels – Benchmarking - Developing Measurement Scales – Criteria for performance measures - Aligning Standards in accord to organizational plans & Objective – Performance administration. Measuring Performance - Performance Measures - HR Scorecard - HR

Accounting – Competency - Analysis & Competency Mapping - Competency Analysis Tools - Thomas DISC Profiling – Introversion and Extroversion Inventory - Performance Appraisal Tools: Behaviourally Anchored Rating Scales - Graphic Rating Scales, 360 Degree Appraisal- Management by Objective – Assessment centers. Coaching & Counseling - Coaching to improve Poor Performance – Sustaining Performance through Counseling – Encouraging Superior Performance – Role of counseling in post appraisal Interviews – Behavior management for enhanced performance. Managing performance across borders – Cultural impact on performance evaluation – Management of performance appraisal program - Performance Analysis as a Cost Effective Analysis – Evaluation through Survey, Interviews - Feedback Sessions – Periodical Checks to ascertain program Objective – Control mechanism.

Practicals / Project:

KRA (Activity) -HR Scorecard (preparation) - Introversion and Extroversion (Inventory) -360 Degree Appraisal (activity)

References:

1. Rao T.V, (April 2004) Performance Management (1st edn.) India: Response
2. Kohli A.S. (2008), Performance Management (1st edition) New Delhi, Oxford University Press.
3. Werner Desimone, (2006) Human Resource development (India edn.) India: Cengage Learning
4. Geert Bouchaert & John Halligan (2008) Managing performance (1st Edn.) New York: Routledge
5. Tapomoy Deb, (2008), Performance Appraisal and Management, 1st Edn. New Delhi, Excel Books

18MS3059 NEGOTIATIONS MANAGEMENT

Credits: 3:0:1

Objectives:

- To unravel the fundamentals of negotiations to the student participant
- To give an exposure on the merits and demerits of conflicts and resolutions in an organization
- To train students on various negotiation skills and requirements for negotiation
- To educate the participant on ethical usage of negotiations for conflict resolution

Outcome:

At the end of the course the student participant will be able to

- ascertain the need for conflict resolution in a given situation
- understand human psychology and choose the most appropriate method for negotiation
- systematically resolve conflicting situations and arrive at mutually conducive solutions

Course Description: Introduction to Negotiation - Defining Negotiation – Distributive – Classic distributive bargaining and Integrative bargaining – Context of negotiation – Structure – Relationship – Interdependence – Power – Role of personality in negotiation – Personality Attributes. Theories of Negotiation: Identity theory – Social Interaction theory – Field theory – Human need theory – Rationale choice theory – Transformation theory – Mutual gains theory – Impasse and Alternative Dispute Resolution (ADR) – Negotiation Process – Pre-negotiation – Opening – Information sharing – Problem solving – Settlement. Key Negotiating Temperaments – Harmonizer – Controller – Pragmatist – Action seeker - Perceiving others - Communicating in negotiation – Effective listening – Effective speaking Understanding cultural and gender differences – Types of power – Influence of power in negotiations. Principles of persuasion – Social judgment theory – Cognitive dissonance – Crossing the creek – Ethics in negotiation – Fairness – Trust - Importance of assertiveness in negotiation - Rules of negotiation and common mistakes – Interests and goals – types of goals – Prospective goals – Retrospective goals. Strategies of Negotiation – Increments of concession – Principles negotiation – Multiple Equivalent Simultaneous Offers (MESO) – Economic matrix – 3-D Negotiation – Interpersonal negotiation - Team Negotiation – Consumer negotiation – Organizational negotiation – Community negotiation – International negotiation

Practicals / Project: Role of personality in negotiation (activity) – Culture and gender differences in

negotiation (Group discussion) – Problem solving through negotiation (Case studies, activity, problem solving)

References:

1. Barbara A Budjac., & Corvette (2012) Conflict Management: A practical guide to developing negotiation strategies (3rd Edition) Pearson Education, India
2. Michael L Spangle & Myra Warren Isenhardt (2008) Negotiation: Communication for diverse settings (2nd edition) Sage Publications, India
3. Michael R Carrell & Chistina Heavrin (2009) Negotiating Essentials – Theory, Skills & Practices (2nd Edition) Pearson Education, India.
4. Rao S L., (2005), Negotiation made simple, (1st edition), Excel Books, India
5. Deborah M Kolb & Judith Williams (2007), Everyday Negotiation (1st edition), Wiley India Pvt., Ltd.

18MS3060 ORGANIZATIONAL TRANSFORMATION

Credits: 3:0:1

Objectives:

- To understand radical change dynamics in management philosophy
- To help the student participant understand organizational transformation
- To facilitate deeper insight through knowledge and skill acquisition

Outcome:

At the end of the course the student participant will be able to

- Appreciate the importance of change and transformation at various levels of organization
- Practically decipher organizational structures and design for effective change
- Formulate strategies for transformation and change using various models

Course Description: Historical context of change – An uncertain future – Organizations today – Strategies for effecting change in human systems – Nature of organizational change - Foundations of organization transformation - Intervention theory and method – Intergroup problems in organizations - Organization mirror interventions – Parallel learning structures. Organizational structure – design – Dimensions of structure – Models of change – Culture for change – Sources of culture – Dimensions of organizational culture – Organizational politics – Politics of powerlessness – Power and conflict in times of change – Link between power, politics and conflict – Leadership of change – Approaches. Strategies for managing change – Hard systems model of change – Soft systems model –. Implementation guidelines and issues – A changing future – Creating readiness for change – Defining political model for organizations - Choosing the depth of organizational intervention – Rules of thumb for change – Occupational changes – operating virtually - Improving self efficacy through coaching. Creating successful organizational change – Organizational mental modes

Practicals / Project:

Interventions for turnaround situations – Success stories of organizational transformation in Indian industries. Dimensions of structure (activity) - Culture for change (discussion) – OD intervention (case studies, group discussion) – Organizational change (case study) - Success stories of organizational transformation in Indian industries (presentation)s

References:

1. Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki (2011) Organization Development and Transformation (6th edition), Tata McGraw-Hill, India.
2. Barbara Senior & Jocelyne Fleming, (2010), Organizational Change, (3rd Edition) Pearson Education, India.
3. Cummings & Worley (2009), Organizational development and change (8th edition), Cengage Learning, India.
4. Harigopal K, (2001), Management of Organizational Change: Leveraging Transformation, (1st edition), Response books, India

5. Organization Development and Transformation, SK Bhaha, (2010), Deep and Deep Publication Pvt. Ltd.

18MS3061 STRATEGIC HUMAN RESOURCE MANAGEMENT

Credits: 3:0:1

Objectives:

- To provide strategic human resource management processes that can be employed for business performance
- To understand investment perspective for guiding managerial decisions regarding strategic human resources related issues
- To develop appropriate strategies for organizational effectiveness

Outcome:

- To enable participants capable of conducting a strategic review of human resource practices in order to develop and implement strategic human resource management
- To explore the strategic role of human resources in organizational performance
- To evaluate and measure employee performance, mentoring and career management

Course Description: Introduction to Strategic Human Resource Management (SHRM) – human resources as assets – evolution of SHRM – strategic fit – distinctive human resource practices – theoretical perspective on SHRM Human Resource Environment: HRM in knowledge economy – HR Outsourcing –contemporary approaches - SHRM and outsourcing Acquiring Human Resources: external influences on staffing – Training and Development of Human Resources: HRM approaches to Training and Development – linkage between business strategy and training – new developments in Training and Development Performance Management and Development Systems: problems – effective performance management systems – technology and performance management – strategic linkage of performance management – Compensation and Rewards Management: determinants – approaches – equity in rewards decisions – design and implementation of career management systems – SHRM approach to career management – Mentor Relationships: concept – perspectives – outcomes – barriers – special mentoring challenges –Link to Business Strategy and Firm Performance

Practicals / Project:

Technology in Recruitment & Staffing (presentation) – Trends in compensation (case study) – Career alternatives (group discussion) – Work Life integration (case study) – Gaining competitive advantage through SHRM (poster presentation)

References:

1. Tanuja Agarwala, (2007), Strategic Human Resource Management, Oxford University Press, New Delhi 110 001
2. George F. Dreher, Thomas W. Dougherty, (2005), Human Resource Strategy – a Behavioural Perspective for the General Manager, Tata McGraw-Hill Publishing Company Limited, Delhi 110 032
3. Michael Armstrong, Strategic Human Resource Management,(2009), Kogan Page India Private Limited, New Delhi – 110 002
4. Charles R. Greer, (2001), Strategic Human Resource Management, A General Managerial Approach, Pearson Education
5. Jon M. Werner, Randy L. De Simone, (2009) Human Resource Development, Cengage Learning, Delhi 110092

18MS3062 WORK PLACE COUNSELING

Credits: 3:0:1

Objectives:

- To develop a conceptual understanding of workplace counseling and its importance in organizations
- To develop counseling skills in the budding managers so that they can help their employees to sort out their personal, family and work related problems

Outcome:

At the end of the course,

- the students acquire a wide range of communication methods that managers can use, to build trusting and respectful relationships
- Students get practical knowledge of creating amicable and conducive environment in the organizations in which employees can better manage themselves and their work.

Course Description: Approaches to counseling; Psychoanalytic – Behaviouristic – Humanistic – Roger's self-theory – Self concept and its development. Counseling Process; Stages in counseling process – Counseling relationship – Counseling interactions – factors influencing counseling process – counselee factors, Counseling Interview; Non-verbal communication – counselee and counselor relationship – Non-verbal communication – modalities – interpretation – non-verbal messages, Listening barriers; personal limitations, emotional reactions – empathy. Psychological testing and diagnosis; Types of psychological tests, factors affecting results of tests – limitations of use of tests, test use and test interpretation in counseling process. Evaluation of counseling: Organisational Applications; – process of group counseling – limitations and assumptions. Mentoring – Team Management – Conflict Resolution

Practicals / Project:

Peer counselling (activity) – Psychological tests (activity, online tests) – Organizational applications (presentation) – Mentoring in the workplace (demonstration) – Counseling applications among the student community (group discussion)

References:

1. Kavita Singh, Counseling skills for managers, Prentice Hall of India, (2007)
2. S.Narayana Rao, Counseling and guidance, Tata Mc-Graw Hill Company (2010)
3. Philip Burnard, Counseling skills training: Viva Books Private Limited (2007)
4. Richard Nelson Jones, Basic counseling skills, A helpers Manual, Sage Saith Asia, (2008).
5. Adrian Coles, Coles, Counselling in Workplace, Open University Press, 2003.

18MS3063 TRAINING AND DEVELOPMENT

Credits: 3:0:1

Objectives:

- To comprehend the theory surrounding learning
- To provide the application of training methods
- To help prospective trainers to create a value through T&D
- To successfully deal with competitive challenges

Outcome:

- Student will have a good understanding on identifying the training needs of the employees
- Students learn to design, develop the training programs for employees
- Students are exposed to the implementation and evaluation of the training imparted to the employees
- Students learn the theoretical underpinnings of adult learning or androgyny

Course Description:

Introduction to T&D: Terminology — ADDIE Model and Training Design Process — Impact of Organizational Vision, Mission and Values on Training — Models of Organizing Training Department — Classical & Operant Conditionings and Impact of Behavioural Consequences on Training — Knowles' Adult Learning Theory and Implications of Learning Process on Instruction — Considerations for Effective Training Design. TRAINING NEEDS ANALYSIS: General Process of Training Needs Analysis (TNA) — Michalak & Yager Process and Mager & Pipe Model of Performance Gap Analysis — Output of TNA — Organizational, Operational & Person Analyses and their Data Sources — Competency Modelling — Proactive and Reactive TNA. TRAINING DESIGN & DEVELOPMENT: Why Use Training Objectives — Developing Objectives for Training — Bloom's Taxonomy for Learning Objectives — Elaboration Theory for Content Sequencing — Gagne's Instructional Events for Lesson Design — Merrill's Components Display Theory for Topic

Design — Development of Training Programmes. TRAINING IMPLEMENTATION: Types of Management Development Programmes & Executive-Level Management Development — Implementation of Training Programmes. TRAINING EVALUATION: Outcomes of Training Evaluation — Kirkpatrick's Model of Learning Analytics and Evaluation Practices — Types of Evaluation Designs — Measuring Training's Impact on Learner Reaction, Content Learning, Job Impact and Organisational Results.

Practicals / Project:

Evaluation of learners' capability based on Bloom's Taxonomy (activity) - Training Need Analysis for placement (activity) - Computer Based Training Apps & Portals (presentation) - Traditional Training Methods — Computer-Based Training Methods — Blended Learning Techniques — Learning Management Systems — Approaches to Employee Development

References:

1. Blanchard, P.N., and Thacker, J.W., (2004), Effective training: Systems, strategies and practices, 2nd ed., Prentice Hall of India
2. Raymond, A. Noe (2008), employees training and development, 4th ed., Tata Mc-Graw Hill
3. G.Pandu Naik, Training and Development, Excel books, New Delhi, 2007
4. William Rothwell, Beyond Training and Development, Jaico Publishing house, 2007
5. Goldstein Irwin L., Ford, J. Kevin , Training in Organizations, Thomson Asia Ltd., Singapore, 2005

18MS3064 DESIGNING HUMAN RESOURCE SYSTEM

Credits: 3:0:1

Objectives:

- This course aims to develop an insight of various HR practices in the organisation that makes the employees to work more effectively.
- It gives the learner an overall picture about how Human resource system is designed in an organization
- It also gives an insight into how the best working environment can be established in an organization where the employees feel pride and joy in their work, how jobs can be designed to help the employees to utilise their higher level skills and satisfy their higher level needs.

Outcome:

- Student will be clear on analyzing the concepts pertaining to HR
- Students learn to take up the challenge of matching the role and the person in organisations.
- Students are exposed to the recent and changing trends of HR.
- Students learn the method of appraising one's performance / potentiality, developing the dyadic relationship, and to integrate the individual in the culture.

Course Description: Development as the underlying concept of HRS: Functions of HRS, Structuring HRS, Organizational context, context of societal culture, Recruitment and placement systems - internal VS external sources- onboarding systems - Competency Mapping systems – Performance Appraisal systems –Performance Management Systems – Career management systems– linkages with other systems - Job enrichment – Intranet portals– Building healthy traditions and practices – HR Communication systems

Practicals / Project:

Trends in HR systems (presentation) – Recruitment portals (activity) – Intranet portals (activity)

References:

1. Udai Pareek and Rao TV (2003) Designing and Managing human resource systems, (3rd Edition), Oxford & IBH Publishing Co.,* (I)
2. Werner Desomond,(2008), Human resource development, Cengage India learning Private limited, New Delhi
3. Peter Pruzan (2007) Leading with wisdom, Spiritual-based leadership in business, Tata McGraw Hill, India

4. Lepak David and Gowan Mary (2009), Human resource management, Pearson Education, New Delhi
5. Jayanth Mukherjee (2012), Designing Human Resource Management Systems A Leader's Guide, Sage publication Ltd., Delhi.

18MS3065 MANPOWER PLANNING, RECRUITMENT AND SELECTION

Credits:3:0:1

Course Objectives: This course aims to:

- Orient management students on the fundamentals of employee recruitment and selection.
- Provide contemporary knowledge of the theoretical concepts of employee recruitment and selection.
- Present latest knowledge of the applications and issues related to employee recruitment and selection.

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of employee recruitment and selection.
- Exhibit current knowledge of the theoretical concepts of employee recruitment and selection.
- Display latest knowledge of the applications and issues related to employee recruitment and selection.

Course Description:

Context of Recruitment and Selection: Staffing models and strategy- Legal Compliance. Planning: External influences, human resource planning, staffing planning. **Recruitment, sources and methods:** Introduction to recruitment, sources of recruitment, internal recruitment methods, external recruitment methods. **Selection, Tools and Techniques:** Introduction to selection, selection tools and techniques, intelligence-emotional-spiritual quotients, reliability and validity of selection instruments. **Staffing System Management:** Making the selection decision. Staffing system management. Cases on best practice standards in staffing. **Ethics, Issues and Trends in Recruitment and Selection:** Ethical considerations in recruitment and selection. Ongoing Recruitment and Selection Issues-Evaluating recruitment and selection process. Current trends in recruitment and selection. Future of recruitment and selection.

Practicals / Project:

Job analysis: Job requirements job analysis, competency-based job analysis, and job rewards job analysis methods. Final match: employment contracts, job offers, orientation, and socialization.

References:

1. Heneman, Herbert G. III & Timothy A. Judge, Staffing Organizations, McGraw-Hill/Irwin, latest edition.
2. Dale M. (2003), Handbook of Successful Recruitment and Selection: A Practical Guide for Managers (1st ed.), New Delhi: Crest Publishing House.
3. Chadha N.K. (2004), Recruitment and Selection (1st ed.), New Delhi: Galgotia Publishing.
4. Edenborough R. (2006), Assessment Methods In Recruitment, Selection & Performance: A Manager's Guide to Psychometric Testing, Interviews and Assessment Centres (3rd ed.), London: Kogan Page.
5. Heneman H. III & Judge T. (2003), Staffing Organizations (), New Delhi: McGraw-Hill Education.

18MS3066 FUNDAMENTALS OF ANALYTICS FOR HRM

Credits:3:0:1

Course Objectives:

- This course provides an introduction to HR analytics.
- The purpose of the course is to review and discuss the existing organizational practices related to business analytics in human resource management.
- To evidence the needs and importance of HR analytics

Course Outcomes:

At the end of the course:

- The course will have a comprehensive understanding on the importance and application of human resource analytics.
- equip the students with the basic ethos of analytics for managing human resources in an organization.
- To assess the Need for HR Analytics

Course Description:

Introduction to HR Analytics : Understanding human resource information system of an organization- Evolution of HRIS and HR Analytics. HR Analytics Maturity Model, CEO/ Managers – HR expectations on Analytics. **Data Identification:** Identification of information that can be extracted like hiring date, compensation , growth over time, promotions, roles , performance ratings, skill ratings, previous experience, trainings attended etc. Types of Measures – HR Productivity Metrics and Human Capital Metrics. **Data Visualization :** Importance of Sources of data – Operational/ Social Media/ telephonic/ Reports, Getting the data together, Data Cleaning, Normalization and Data Mining. Visualization – Summary Statistics. **Statistical Communication:** Reporting the data. Introduction to HR Dashboard and HR Report- Informed Decision Making. Introduction to Vendor management systems data-Track efficiency and effectiveness of recruitment process. Industry Applications of Analytics.

Practicals /Project:

Evidence Based Management: Efficiency Metrics, Effectiveness Metrics and Impact Metrics. Predictive Modeling in HR – Case Studies in the global and Indian Context, Forecasting Budget for HR costs.

References

1. Fitz-enz, J., & Davison, B. (2002). *How to measure Human Resources management*. New York: McGraw-Hill.
2. Fitz-enz, J., & Mattox, J. (2014). *Predictive Analytics for Human Resources*. Wiley.
3. Phillips, J., & Phillips, P.P. (2014). *Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes*. McGraw-Hill.
4. Pease, G., & Beresford, B. (2014). *Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments*. Wiley.
5. Lahey, D. (2014). *Predicting Success: Evidence-Based Strategies to Hire the Right People and Build the Best Team*. Wiley.
6. Davenport, T.H., & Kim, J. (2013). *Keeping Up with the Quants: Your guide to understanding and using analytics*. Harvard Business Review Press.
7. Sesil, J.C. (2013). *Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives, and Improving* Pearson FT Press.

18MS3067 INTERNATIONAL HRM

Credits:3:0:1

Objectives:

- To know the effects of International Staffing
- To know the Compensation and Benefits
- To understand the training and development need in MNCs

Outcome:

- To assess the challenges of Industrial Relations
- Appraise Expatriation and Repatriation
- To analyse the Issues, Challenges and Theoretical Developments

Course Description:

Approaches, Challenges in global labour market-Linking HR to International expansion strategies, Socio-cultural context, Culture and employee management issues , responding to diversity, challenges of localization, global integration, differentiation, Mastering expatriation, Institutional & Structural

Context-Managing alliances and joint ventures ,HR challenges in cross-border integrations-Legal issues in global workforce management, Staffing in International context, appraisal of expatriate, third and host country employees, issues in international performance management, international training , international compensation-approaches, composition, social security systems across countries, emerging issues , International Labour Relations , HRM practices in different countries.

Practicals/ Project:

Study on the cultural dimensions of HRM, Analyse case studies and analyse Managing People in MNCs

References:

1. Terence Jackson, “ International HRM: A cross- cultural Approach”, 2002, Sage Publications
2. Chris Brewster, Hillary Harris, “ International HRM: Contemporary Issues in Europe”, Routledge, 1999
3. P.L. Rao, “International Human Resource Management: Text and cases”, 2008, Excel books

18MS3068 UNDERSTANDING SELF: INDIAN PERSPECTIVE

Credits:3:0:1

Objectives:

- Learn the way to the Indian way
- How to manage people
- To know the implications of Competitive advantage

Outcome:

- Analyse the corporate governance
- Understand the cultural roots of India
- Understanding self – A prelude to understand people
- Indian Business leaders success – self analysis

Course Description:

Awareness of personal values, beliefs and vision that motivates behavior, awareness of reciprocal relationship between thoughts, behaviors and emotions, Personal SWOT, critical reasoning and analysis of living situations, Understanding self & others through lessons from Indian scriptures, Interpersonal Trust: Openness, confidentiality, blind spot and unknown part of personality. Self-disclosure, seeking feedback, self-reflection and practicing new behaviors, Emotional intelligence, Stress and health relationship, Meditation and self-introspection.-Self-Management Lessons from Ancient Indian Education System- Indian Ethos and Personality Development.

Practicals/ Project:

Understanding self – Exercise to win over people, analysis and assessment

References:

1. Peter Cappelli, Harbinder Singh, Jitendra Singh, “ The Indian Way” How India’s Top Business Leaders are Revolutionizing management”, 2010
2. Richard Stevens, “ Understanding the self”, Sage Publications, 2004
3. Gordon Sammut, Paul Daannen, Fatheli M Moghaddam, “ Understanding the Self and Others: Explorations in Intersubjectivity and interobjectivity”, 2013, Routledge

18MS3069 INTERNATIONAL BUSINESS ENVIRONMENT

Credits: 3:0:1

Objectives:

- To provide a conceptual understanding about the international business environment
- To make the learners keep abreast with the changing environment of International Business
- To find the ways and means of entering into the offshore market.

Outcomes:

- To identify their marketing environment,
- To analyse the economic, technological, and cultural environment; and
- To scan the environments and apply the business strategies accordingly

Course Description: International business environment, environmental analysis, globalization, micro and macro environment, global supply and demand, infrastructural requirements, Corporate Social Responsibility, Foreign Direct Investment and its regulations, technology transfers, natural environment and its components, political environment, cross border mergers and acquisitions.

Practicals / Project:

Environment Analysis by foreign firms, learning business impacting environments (Micro and Macro), Supply and demand analysis of internationally demanded products, Investment possibilities in India, Indian investments outside India.

References:

1. Philip Cateora, International Marketing (15e), Tata McGraw-Hill, New Delhi, 2017.
2. Francis Cherunilam, International Marketing (Text and Cases) 15e, Himalaya Publishing House, Mumbai, 2007.
3. Keith Davis and Robert Blomstrom, Robert L., Business and Society: Environment and Responsibility, 1995
4. Ghosh, P.K. and Kapoor, G.K., Business Policy and Environment, Sultan Chand and Sons, New Delhi, 1992

18MS3070 INTERNATIONAL LOGISTICS MANAGEMENT

Credits: 3:0:1

Objectives:

- To provide the basic understanding of the logistics operations in international business
- To have a clear understanding about the various parties involved in logistics activity
- To understand the infrastructural support of logistics industry

Outcomes:

- To comprehend to the world of logistics
- To identify their careers in this expanding industry.
- To analyse the problems faced by the logistics firms and offer solutions for the same.

Course Description: Logistics flow, logistics costs, international trade logistics chain, objectives of logistics management, 7Rs of logistics management, logistics management in Export business, INCOTERMS, seaborne trade operations and shipping management, packing and containerization, warehousing management, role of intermediaries in international logistics management, Air transportation, and IATA.

Practicals / Project:

Possibilities of logistics flow (inbound and outbound), calculation of logistics costs under various circumstances and scenarios, impact of INCOTERMS in pricing/costing, packing and containerization solutions, recent trends in warehousing and in transportation.

References:

1. Dr. Sudalaimuthu and S. Anthony Raj, Logistics for International Business: Text and cases, PrenticeHall India, New Delhi, 2009.
2. Bowersox, Donal J. and David Closs, Logistical Management, The integrated supply chain process, McGraw-Hill., 2017
3. Vinod V. Sople, Logistics Management – The supply chain imperative, Pearson Education, New Delhi, 2009.
4. Maritime India: Port and Shipping 1995, Munshiram, Manoharlal Publishers, 1995.

18MS3071 INTERNATIONAL TRADE PROCEDURES

Credits: 3:0:1

Objectives:

- To present with an insight of acquainting the student with the procedures and documents used in international business
- To provide in-depth knowledge of India's Foreign Trade Policy

- To provide the learners to know the intricacies of the international trade,

Outcomes:

- To understand the procedures to be adopted in international trade
- To adhere to the Indian FTP
- To act upon the legal systems to enhance the ethical way of doing international trade

Course Description: Similarities and difference between international and domestic trade, gains from international trade, international trade formalities, documentation framework, pricing and pay terms involved in international business, India's foreign trade policy framework, multilateral trading system, Theories related to International trade, Comparative cost, Balance of Payment, correction of BoP disequilibrium, export finance (Preshipment and post shipment), customs clearance of export cargo, and excise formalities. .

Practicals / Project:

Balance of Trade, Balance of Payment, Mandatory Documents required for export and import trade, Foreign Trade Policy, Export Finance (Preshipment and Post Shipment), Customs Clearance Formalities, Excise Formalities, Stuffing and Destuffing, Cargo Inspection.

References:

1. P Veera Reddy and Mamatha, Manual on Export Documentation 2015-2020, Commercial Law Publishers (Private) Limited, 2015.
2. Exporters Manual and Documentation, A Nabhi Publication, 2017
3. Mridula K Venugopalan, A handbook on Export Import Trade and Documentation in India (1e), Sara Publications, 2015
4. Foreign Trade Policy (2015-2020) Published by DGFT, New Delhi

18MS3072 FOREIGN EXCHANGE MANAGEMENT

Credits: 3:0:1

Objectives: This course aims to:

- Equip the students with the Foreign Exchange management concepts
- Make the learners to be familiar with the recent developments in the FOREX market.
- bring in the risks involved in foreign exchange dealings

Outcomes: After completing this course, the student should be able to:

- Foresee and understand the risks involved in the foreign exchange transactions.
- Expose the various methods to avoid the foreign exchange risks.
- Equip with quality decisions in foreign exchange dealings

Course Description: Administration of exchange, foreign exchange transactions, purchase and sales transactions, authorized dealers, foreign currency accounts, multinational banking, FEDAI regulations, role of RBI, forex markets, transactions in interbank markets, spot and forward exchange rates, merchant transactions, interest rate risk, exchange risk, transaction exposure, translation exposure, economic exposure, swap deals, FERA and FEMA implications.

Practicals / Project :

Study on the foreign exchange transactions in selected Multi National Banks, The dealings in foreign currency accounts and spot and forward exchange rates adopted in real term transactions involving different country currencies.

References:

1. Foreign Exchange and Risk Management, Nidhi Jain, New Century Publications, 1st Edition, 2007
2. Foreign Exchange and Risk Management, C. Jeevanandam, Sultan Chand and Sons, 1st Edition, 2015.
3. Foreign Exchange International Finance Risk Management, A V Rajwade and H G Desai, Schroff Publishers and Distributors Private Limited, 5th Edition, 2014
4. Foreign Exchange Management (FEMA) Manual with FEMA & FDI Ready Reckoner – Taxmann Store 32nd Edition, 2017

5. Foreign Exchange Management, Esha Sharma, Laxmi Publications, 1st Edition, 2015.

18MS 3073 INTERNATIONAL STRATEGIC MANAGEMENT

Credits: 3:0:1

Objectives:

- To familiarize the learners with the concepts, tools and techniques of international strategic management
- To enable them to develop analytical and conceptual skills;
- To showcase the ability to look at the totality of situations.

Outcomes:

- To know the concepts, tools and techniques of strategic management in the international arena.
- To develop analytical and conceptual skills in different situations.
- To influence the superiors with their strategic skills

Course Description: Concepts, Characteristics and Dimensions of Strategic Management, Logic and process of Internationalization, Corporate global strategy, Nature, components and significance of environmental scanning, Diagnosing industry globalization potential, External and internal forces interacting with corporate objectives, Identifying strategic alternatives, Stability strategy, Growth and diversification strategy, Merger, acquisitions and retrenchment, Setting corporate objectives in MNC's, Formulating generic competitive strategy, Implementing corporate strategy, Strategic control and operational control.

Practicals / Project:

Concepts of Strategy in modern business, Going international as market expansion strategy, Ethnocentric strategy, International environmental scanning by MNCs, Competing local threats, BCG Matrix, 7S Framework, M&A, Michael E Porter's Model, Political Environment and Strategic control.

References:

1. Azhar Kazmi, Business Policy, Tata McGraw-Hill Publishing Co Ltd, New Delhi,
2. Srivastava, Management Policy and Strategic Management, Himalaya Publishing Co.
3. Porter.M, Competitive Strategy Techniques for Analyzing Industries and competitors, The Free Press, New York.
4. Thompson and Strickland, Strategic Management – Concepts and Cases, Tata McGraw Hill, New Delhi

18MS3074 GLOBAL MARKETING MANAGEMENT AND RESEARCH

Credits: 3:0:1

Objectives:

- To present an insight of the international marketing concepts
- To provide a conceptual understanding about the concepts of research across the globe.
- To make the learners to know how international market research can be conducted

Outcomes:

- To conduct research in the foreign market, which is vital for the international businessmen
- To decide the course of activity based on research
- To Apply their knowledge in analyzing the situations and suggest the outcome.

Course Description: Globalisation of markets, Global marketing environment, International marketing research, international marketing mix, international PLC, problem definition, research design, types of research, online and other secondary sources, observational and tracking methods, qualitative research methods, Questionnaire, attitude measurement, scaling techniques, sample design, positioning the product, systematic product development (Conjoint analysis) and market research report.

Practicals / Project:

Studying the global marketing environment, International marketing mix, product life cycle different

nations, Global Marketing problem, Research Design, research resources, data collection, qualitative research, scaling techniques, positioning the product/brand internationally, systematic product development and preparing market research report.

References:

1. Marcus Schmidt and Svend Hollensen (2016), Marketing Research: An International Approach, New Delhi: Pearson Limited.
2. Philip Cateora, International Marketing, Tata McGraw-Hill, New Delhi, 2014.
3. Douglas Susan P. and Graig C. Samuel, International Marketing Research, Prentice Hall, NJ, 2015.
4. Churchill Gilbert A., Basic Marketing Research, Dryden Press, Chicago, 2014

18MS3075 INTERNATIONAL TRADE LAWS

Credits: 3:0:1

Objectives: This course aims to:

- Develop an understanding of the different laws, legal rules and regulations through which foreign trade is governed.
- Provide a review and analysis of the international trade and business environment and apply this knowledge to practical aspects of doing business in international markets
- Students will also learn the role of international organizations in the process of regulating international business, as well as international treaties, conventions and agreements.

Outcomes: After completing this course, the student should be able to:

- Identify current trends in international trade and foreign investment.
- Explain the concepts of export and import practices and procedures.
- Develop a strategic framework for analyzing international business decisions

Course Description: Legal Environment of International Business , Sources of International Law, Regulations of export and import act like The Foreign Trade (Development And Regulation), Conciliation and Arbitration, Law relating to International Contract, Agency agreements, Credits, Carriage and Insurance, Technology Transfer, Joint ventures, Consultations, Foreign Investment laws, Electronic Commerce, Patents and Trade Marks, Environmental Agreements, Unfair trading practices, Litigation- Jurisdiction and applicable Law, Process and Procedure, Alternative Dispute Resolution for settlement of Disputes.

Practicals / Project:

Foreign Trade Policy 2015-2020, Exporters problems, conciliation and Arbitration, Insurance related issues in International business, JVs for easy international entry, International Business through E-Commerce, Unfair trade practices, settlement of disputes.

References:

1. Myneni S.R(2014) International Trade Law (International Business Law (3rd ed), Paper Back Jain Book Agency 2014 **ISBN : 9789380231068**
2. Kwatra G.K (Executive Director, the Indian Council of Arbitration) (2008) Arbitration and Contract Law of SAARC Countries - with Case Law on UNCITRAL Model Law Hard Back Jain Book Agency, **ISBN : 9788175346482**
3. Bhardwaj H.H (2014) Arbitration & ADR (Universal Law Series) (4th ed), Paper Back Jain Book Agency **ISBN : 9789350355060**
4. The Institute of Company Secretaries of India (ICSI) (2014) World Trade Organisation, International Trade, Joint Ventures & Foreign Collaborations (2nd ed), Paper Back Jain Book Agency
5. Daniels J.D Lee, Radebaugh H; Daniel P. Suilvan, "International Business Environments and Operations"10ed, Pearson Prentice Hall, (ISBN 0-13-121 726-7).
6. Bare Acts of relevant Act.

18MS3076 FOREIGN TRADE POLICY

Credits: 3:0:1

Objectives:

- To recall the importance of Foreign Trade for the development of a nation.
- To describe the commercial policy instruments, and
- To offer ideas about doing foreign trade with all procedural inputs

Outcomes:

- To display the skills in Foreign Trade policy.
- To demonstrate the ability in dealing procedural hiccups in global advertisement; and
- To show the effectiveness in documentation works in line with the procedural aspects of FTP.

Course Description: Importance of foreign trade, need for policy framework, historic perspective of Foreign Trade policy, Glimpse of India's Foreign Trade Policy 2015-2020, need for commercial policy instruments, India's exports and imports, customs tariff policy, Special Economic Zones (SEZ), Foreign Debt and Aid, Foreign Direct Investment, Foreign Portfolio Investment, India's Regional Trade Agreements (RTA's).

Practicals / Project:

FTP 2015-2020, Balance of Trade, Balance of Payment, Mandatory Documents required for export and import trade, Foreign Trade Policy, Export Finance (Pre-shipment and Post Shipment), Customs Clearance Formalities, Excise Formalities, Stuffing and Destuffing, Cargo Inspection, RTA

References:

1. P Veera Reddy and Mamatha, Manual on Export Documentation 2015-2020, Commercial Law Publishers (Private) Limited, 2015.
2. Exporters Manual and Documentation, A Nabhi Publication, 2017
3. Mridula K Venugopalan, A handbook on Export Import Trade and Documentation in India (1e), Sara Publications, 2015
4. Foreign Trade Policy (2015-2020) Published by DGFT, New Delhi

18MS3077 INTERNATIONAL PROJECT MANAGEMENT

Credits: 3:0:1

Objectives: This course aims to:

- provide the students with the understanding of project planning and scheduling
- help the learners to understand the impact of project team handling the projects
- offer knowledge about the risks involved in implementing the project

Outcomes: After completing this course, the student should be able to:

- emanate the skills of a project manager
- show the effective usage of tools and techniques to handle projects
- demonstrate the skill in evaluating and controlling the pace of projects

Course Description: Project characteristics, project management, skills of a project manager, role of project manager, understanding the organisational structures, project life cycle, project integration management, project scope management, project time management, project scheduling, project cost management, project quality management, project Human resource management, project communication management, project risk management, project procurement management, project stakeholder management, feasibility studies, tools and techniques, project planning resources, developing project team, procurements and sharing information, measuring and controlling project performance, and controlling work results.

Practicals /Project:

Stakeholder analysis in international projects, To gain a first-hand understanding of the issues involved in organizing, planning and controlling a project within an international context through country assessment and case study report. The Country Assessment allows students to discuss and evaluate particular aspects of international project management, based on a realistic case study applied within the country. The Case Study Report is a word report on a research topic in international project management and its effect in a practical environment using a specified case

References:

1. Heldman K (2013), PMP-Project Management Performance Exam Study Guide (7th Edition), New Delhi: Wiley India Pvt Limited
2. Prasanna Chandra (2009), Projects: Planning, Analysis, Selection, Financing, Implementation and Review (7th Edition), Tata McGraw Hill Education Pvt Ltd
3. Harvard Business Review (January 2014), Managing Projects, Harvard Business Publishing.
4. Harold Kerzner (2013), Project Management: A systems approach to planning, scheduling and controlling (10th Edition), New Delhi: Wiley India Pvt Ltd
5. Cleland, David I. & Gareis R. (2006) Global Project Management Handbook: Planning, Organizing and Controlling International Projects. (2nd ed.) New York: McGraw-Hill. Koster, K. (2010) International Project Management. London: SAGE Publications.

18MS3078 TRANSPORTATION MANAGEMENT**Credits: 3:0:1****Objectives:**

- To familiarize the participants with the management of ports
- To enable them to deal with the desperate activities associated with ports all over the world.
- To orient the students to effort the procedural needs and intricacies in it

Outcomes:

- To understand the activities and process followed in the port.
- To understand the laws and practices adopted in the ports.
- To demonstrate the documenting and procedural skills adhered in all types of ports

Course Description: Physical and economical merits and demerits of various modes of Transportation, Location Characteristics, Organization structure in Ports, Interface of Rail & Road infrastructure, ICDs, Factors affecting the future ports & terminals, Port Operations, Managing Port Operations, Cargo handling equipment, intermodal connections, Port services, Concept of Hinterland, Identifying Customer Needs handling competition & adding value, IT infrastructure in ports and terminals, Port Development and privatisation areas of ports, Cabotage law & practices affecting coastal movement of cargo, development of minor ports, Environmental issues connected with Ports & Terminals, Air Cargo, IATA areas & Countries, different types of aircraft, Air freight Exports and Imports, Special Cargoes, Consolidation Documentation, Air Way Bill (AWB).

Practicals / Project: Different modes of transportation, characteristics of all modes of transportation, Operations at ICDs/ CFSs, Port Operations, Services rendered in Harbours and Airports, IATA, Packing, Stuffing and Destuffing, Loading and unloading of cargoes, Documentations in international consignment.

References:

1. H. Ligteringen and H. Velsink (2012), Ports and Terminals, VSSD Publishers
2. Dong-Wook Song and Photis Panayides (2012), Maritime Logistics: A complete guide to effective shipping and port management (Kindle Edition), Kogan Page Publishing,
3. Patrick Alderton (2008), Port Management and Operations(3rdEdn), Informa Law from Routledge (Kindle Edition)
4. UNCTAD (2016), Port Development : A Handbook for Planners in developing countries
5. Sudalaimuthu and Anthony Raj (2015), Logistics Management for International Business: Text and Cases (1e), New Delhi: PHI Learning Pvt Limited.

18MS3079 INTERNATIONAL TRADE RELATIONS**Credits: 3:0:1****Course Objectives:** This course aims to:

- offer an in-depth knowledge about various regional trading blocs
- provide the impact of the trading blocs in international business
- Proffer the idea about the international relations in trade

Course Outcomes: After completing this course, the student should be able to:

- analyze the impact of business in lien with the trading blocks.
- identify, decide and locate their business in the suitable environment.
- identify the core country to have a better trade

Course Description: Theories of International Relations, Classical realism, Geo politics, economic diplomacy, US trade policy, India's relations with other countries, economic statecraft, regional groupings, theories of customs union, regionalism and multilateralism, liberalisation and the need for safeguard mechanisms, major customs unions and regional unions and international economic institutions.

Practicals/ project:

Customs procedures and filing of documents, safeguard mechanism and functions of customs unions.

Reference Books:

1. Jeffrey A. Frankel, Regional Trading Blocs in the world of economic system, 2005.
2. Ravi Kumar Jain, D. Satish, Trading blocs – Reflections, ICFAI Press, 2008.
3. Palmer Perkins, International Relations (3e), CBS Publishers, 2001.
4. KrishnaveniMuththia, International Relations, Himalaya Publishing House, 2002.
5. Justin Paul, International Business, PHI Learning Private Limited. (Latest Edition)

18MS3080 INTERNATIONAL ECONOMICS

Credits: 3:0:1

Course Objectives: This course aims to:

- present an insight of the international economics concepts
- provide a basic understanding of the underlying theories of international economics
- improvise the understanding of national economy on par with the global economy

Course Outcomes: After completing this course, the student should be able to:

- Analyse the foreign market and their economic situations
- evaluate the various modes of international investments
- demonstrate the international opportunities by analyzing the global economy

Course Description: Economic theories related to International business, theories of foreign direct investment, trade and investment policies, protectionist bias, instruments and consequences of protection and control of trade and investment, trade liberalisation, WTO, territorial attractiveness and MNCs strategies, role of European, American, Middle East and Pacific economic situations and impact of Globalisation in the Indian economy.

Practicals / Project:

MNC's strategies , trade and investment policies, instruments and consequences of protection and control of trade and investment

Reference Books:

1. Francis Cherunilam (2008), International Economics (5th Edition), Mc Graw Hill Education (India) Pvt Ltd.
2. Bhagwati J. (2002), Free trade today, Princeton University Press.
3. Casson M. (2000), Economics of international business: a new research agenda, E. Elgar.
4. Krugman P., Obsfeldt M (1991), International economics: theory and policy, second edition, New York, Harper Collins.

18MS3081 INTERNATIONAL LABOUR ORGANISATIONS & INTERNATIONAL LABOUR LAWS

Credits: 3:0:1

Course Objectives: This course aims to:

- present an insight of the international labour laws
- provide a basic understanding of the laws applicable for going international
- improvise the understanding of international economy on par with the global legal issues

Course Outcomes: After completing this course, the student should be able to:

- Analyse the functions of the Labour organisations in various countries

- demonstrate the international opportunities by analyzing the global laws
- Analyse cases on IPEC and repercussions and reforms

Course Description:

International Labour Organisation-International labour standards-Labour laws and Legislation-International Programme on the Elimination of Child Labour (IPEC) national initiatives on child labour, with priority given to the urgent elimination of the worst forms of child labour.

Practicals / Project:

MNC's strategies , trade and investment policies, instruments and consequences of protection and control of trade and investment

Reference Books:

1. Valticos, " International Labour law", 1979, Springer
2. Jean – Michel Servais, " International Organisation", Walter's Kluwer
3. Lammy Betten, " International Labour law: Selected Issues, 1993, Kluwer

18MS3082 INTERNATIONALISATION OF INDIAN MSMEs

Credits: 3:0:1

Course Objectives: This course aims to:

- Understand the problems of MSMEs to enter global markets
- Awareness on the financial constraints in Internationalizing
- Theories throw light on the effectiveness on Internationalisation

Course Outcomes: After completing this course, the student should be able to:

- Gain knowledge about the constraints, roadblocks, challenges and issues of MSMEs
- Study the history of the success and failures of MSMEs in Internationalising
- Entrepreneurs who entered in global business will highlight on the impediments to overcome

Course Description:

Planning for small businesses -Structuring the business model for small business-Business strategy for small business-Sources of finances for small business-Financial planning for small business. Process of business model preparation for MSMEs-Process of business plan preparation-Integrating business plan and business model. New product development for small business-Product segmentation for small business-Pricing and promotion strategies for small business-Sales management for small business-Customer service management for small business. Financial analysis for small business-Financial management for small business. Upsala, Network , Internalization, Market Imperfections, theories of Internationalizations. Why MSMEs lag in entering into global arena. Failures and success stories of Indian companies in Internationalising.

Practicals / Project:

Interview Business Entrepreneurs on the challenges faced in their business success – domestic and global.

Reference Books:

1. Stuart Orr. Jane Menzies, Connie Zheng, " Innovation and Internationalisation- Successful SME's Ventures into China", Routledge
2. Jana Helbig, " Internationalization of small and medium sized mechanical engineering enterprises", 2015, Logos berlin

18MS3083 DATA ANALYTICS FUNDAMENTALS

Credits: 2:0:2

Objectives:

- To understand the basic syntax of R
- To apply inferential statistics techniques to dataset
- To extract and explore the data

Outcome:

- To derive insights using data visualization
- To mine the data with data exploration technique

- To cleanse the data for effective analysis

Course Description: Basic Plots-Histogram, Boxplot, Scatter plot, Outliers, Variable types & Different file import techniques, Missing values & its treatment, Outliers analysis
Data conversion & editing, Data manipulation, Data Visualization

Practicals: Case Studies : Iris, mtcars dataset.

All essentials of statistics for data science are implemented in R – Summary, Structure, Measures of central Tendency, Standardization, z test, t test, ANOVA, all types of regression.

Data visualization with ggplot, data manipulation with dplyr and data table, outlier analysis, missing values treatment with MICE and SMOTE, unbalanced data treatment with ROSE,

References:

1. Gareth James, Daniela Witten, Trevor Hastie, “An Introduction to Statistical Learning: with Applications in R (Springer Texts in Statistics)” .
2. Garret Golemund, “Hands-On Programming with R” .
3. Teetor Paul, “R Cookbook”
4. Winston Chang , “R graphics cookbook”

18MS3084 BUSINESS INTELLIGENCE WITH TABLEAU

Credits: 2:0:2

Objectives:

- To understand the foundations of Business Intelligence
- To apply data analytics to massive datasets
- To extract insights from data with visualization

Outcome:

- To derive insights from the past data
- To mine the data with using visualization techniques
- To apply insights and forecast for the future

Course Description: Why BI?- Business Intelligence vs Business Analytics. Tableau Interface, Data import, Data Blending & Joining, Bar Charts- Horizontal, Stacked bar chart, Heat Maps, Tree Maps, Area charts, Box plot, Gantt charts, Packed Bubble Charts, Sorting, Grouping ,Filtering, Formatting and Clustering, Table calculations, Aggregate, Date, Logic calculations

Practicals:

Connect to the data, Edit and save a data source, Understand Tableau terminology, Use the Tableau interface / paradigm to effectively create powerful visualizations. Create basic calculations including basic arithmetic calculations, custom aggregations and ratios, date math, and quick table calculations. Represent your data using the following visualization types: Cross tabs • Geographic maps • Heat maps • Tree maps • Pie charts and bar charts • Dual axis and combined charts with different mark types • Highlight Tables • Scatter Plots .Build dashboards to share visualizations.

References:

1. <https://www.tableau.com/about/blog>
2. Ben Jones, “Communicating Data with Tableau”
3. Dan Murray, Christian Chabot, “Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software”
4. Jen Stirrup, “Tableau Dashboard Cookbook”

18MS3085 PREDICTIVE MODELING 1

Credits: 2:0:2

Objectives:

- To understand the basic of model building
- To apply and infer train and test models
- To predict future based on the past data

Outcome:

- To derive insights and apply for future

- To extract useful information from the data
- To validate the model built

Course Description: Train & Test model building, Model & its Validation, Predictive modelling- Simple Regression model, Multiple Regression Model, Logistic Regression model, Model evaluation, Tuning, Model performance metrics, Logistic Regression Intuition, LR model building

Feature Engineering : The Real Friend in building accurate models

Practicals: Case Studies : Titanic, Diamonds, Stores dataset

Train and test data splitting, Train, Validation, Testing data split, Simple, multiple Linear and regression model building model using basics and CARET package. Predict the survival in Titanic dataset, Predict the price of diamonds in Diamonds dataset, Predict sales for the supermarket stores dataset.

References:

1. Gareth James, Daniela Witten, Trevor Hastie, “ An introduction to statistical learning: with applications in R”
2. Max Kuhn, “Applied predictive modelling”
3. Jared P Lander, “R for everyone: Advanced analytics and graphics”

18MS3086 PREDICTIVE MODELING 2

Credits: 2:0:2

Objectives:

- To build non-linear models
- To learn and build advanced models
- To analyze very large datasets

Outcome:

- To build higher level machine learning algorithms
- To analyze and extract insights from non-linear data
- To validate and tune the models

Course Description:

Intuition of Decision Trees, Random Forest, Support Vector Machine, k-NN, XG Boost, Naïve Bayes, Bagging Vs Boosting, Classification Trees, Seeing forest from Trees, Building RF model, Building a k-NN model, Understanding Bayesian methods, Deep Learning introduction, Activation functions, Forward and Backward Propagation

Practicals: Case Studies : Credit default prediction, Road sign classification, Building & Visualizing trees & Understanding Tree’s decisions, Building & evaluating a larger tree, Prevent overgrown trees & Tree pruning, Understanding the value of ‘k’ & more trails, Data preparation for k-NN, Understanding the neighbors for k, dependent events, raw probabilities & “naivety”, Unforeseen circumstances preparation with Naïve bayes, Building Naïve Bayes model, Laplace correction & applications, Creating Keras model, Compiling & Fitting model, Classification models and Model validation

References:

1. Trevor Hastie, Robert Tibshirani, Jerome Friedman, “ The elements of statistical learning: Data mining, Inference and prediction”
2. Brett Lantz, “Machine Learning with R”
3. Cory Lesmeister, “Mastering Machine learning with R”
4. Conway, “Machine Learning for Hackers”

18MS3087 TEXT MINING & ANALYTICS

Credits: 2:0:2

Objectives:

- To analyze text data
- To analyze sentiments in words

- To visualize sentiments

Outcome:

- To mine text data and perform a sentiment analysis
- To build wordcloud from text data
- To build sentimental analysis meter and visualizer

Course Description: Text mining with bag of words, Making VCorpus, Stopwords, Stemming, Wordcloud, Advanced clouds with various features, Word text mining, Word networks, Distance Matrix and Dendrogram, Word association, Sentiment analysis.

Practicals:

Case Studies: Airbnb Customer reviews analysis

Corpus building, Text Cleaning, Filter with stopwords, Stopping the words, TDM and DTM, Creating wordcloud and with polarization, Sentiment analysis with Tidytext , Frequency analysis, Kernel density plot, Box plot, Radar chart. Twitter Sentiment analysis

References:

1. Matthew Jockers, “ Text analysis with R for Literature students”
2. Ashish Kumar, Avinash Paul, “ Mastering text mining with R”

18MS3088 DATA MANAGEMENT FOR BUSINESS

Credits: 2:0:2

Objectives:

- To extract relevant information from big data
- To learn the basics of distributed computing
- To understand the whole big data ecosystem

Outcome:

- To explore and understand the Hadoop framework
- To effectively extract data using mapreduce
- To build and examine a cluster

Course Description:

Introduction, Data sources, Big data and definition, challenges, 3 Vs of big data, Core Hadoop, Hadoop ecosystem, Mapreduce – Mapper and Reducer, Patterns,

Practicals: Case Studies : NYC Bike share data

Starting with Mapreduce, writing effective Mapper and Reducer, Patterns – Overview & Filtering, Summarization, Inverted index, Structural datasets, combining datasets, Deploying Hadoop cluster on amazon EC2- Hadoop architecture, Node assignment, Environment variables setup, Configuring Hadoop cluster, Launch,

References:

1. Rick Smolan, Jenniffer Erwitte, “ The human face of Big Data”
2. Tom White, “ Hadoop: The definitive guide”
3. Eric Summer, “Hadoop Operations”
4. Russel Jurney, “Agile Data science : Building data analytics applications with Hadoop”

18MS3089 MARKETING ANALYTICS

Credits: 2:0:2

Objectives:

- To forecast price for future
- To find Customer Lifetime Value
- To do market segmentation

Outcome:

- To estimate demand curves
- To maximize profit with both linear & non-linear models
- To analyze seasonality and trends

Course Description:

Exploratory Data Analysis, Pricing – Price bundling, Non-Linear pricing, Forecasting – Simple & Multiple Linear Regression, Customer Lifetime Value (CLV), Market segmentation, Forecasting new product sales.

Practicals:

Exploratory data analysis with R – Different visualization techniques, Data cleansing, Estimating demand curves, Optimal bundle prices, Profit maximizing with non-linear strategies, Price dropping management, Running regression models- Modeling and Interpreting and applying for Test data, Additive and multiplicative models with trends and seasonality, Ratio to moving average method, Winters method.

References:

1. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, “ Marketing 4.0 : Moving from Traditional to Digital”
2. Alistair Croll & Benjamin Yoskovitz, “ Lean Analytics: Use data to build a better Startup Faster”
3. Mark Jeffrey “ Data-driven marketing: The 15 metrics everyone in marketing should know”
4. Stephan Sorger “ Marketing analytics: Strategic models & Metrics”

18MS3090 FINANCE ANALYTICS

Credits: 2:0:2

Objectives:

- To manage financial data
- To analyze equity valuation
- To do credit risk modelling

Outcome:

- To predict share price with valuation multiples
- To use indicators, sales and rules for trading
- To predict default probable customers

Course Description:

Quandl, Extracting, Loading & Transforming multiple columns, Present value approaches, Perpetuity growth rate, analyzing projections, Dividend discount model, Discount rate, Relative valuation, Linear and non-linear models, Evaluation of credit risk model.

Practicals:

Financial data indicators and plotting, quantstrat package, SMA & RSI, Visualizing and implementing indicators, sigComparison, sigCrossover, sigThreshold, sigFormula, Revenue trends, retention ratio, perpetuity growth rate, dividend discount model building, Risk free rate, equity risk premium, Valuation multiples, ROC curve, AUC.

References:

1. Mark J Bennett, Dirk L Hugen, “ Financial analytics with R: Building a laptop laboratory for data science”
2. Clifford S Ang, “ Analyzing financial data and implementing financial models using R”
3. Chris Conlan, “Automated trading with R: Quantitative research and platform development”

18MS3091 HR ANALYTICS

Credits: 2:0:2

Objectives:

- To manage financial data
- To analyze equity valuation
- To do credit risk modelling

Outcome:

- To predict share price with valuation multiples
- To use indicators, sales and rules for trading

- To predict default probable customers

Course Description:

HR analytics overview, Workforce analytics, Talent management analytics, Scorecard implementation and HR metrics dashboard

Practicals:

1. **Business impact of retention:** How much do we actually save by reducing attrition by 5% in an organisation of 1500 members
2. **Talent acquisition:** Referrals or consultants or direct sourcing? Determine which is the most effective recruitment channel by using optimisation process through solver
3. **Talent Development:** What is the impact of training on sales performance? Whether it is correlation or causation
4. **Predictive Analytics:** Out of 500 employees, how many are at a risk of attrition. Which of the 20 demographic performance and perception measures predict it best?

References:

1. Dr Martin Edwards, Kirsten Edwards, “Predictive HR analytics: Mastering the HR metric”
2. Brian E Becker, Mark A Huselid, “The HR Scorecard: Linking People, Strategy and Performance”
3. Kuldeep Singh, “Winning on HR analytics: Leveraging data for competitive” by

18MS3092 RETAIL ANALYTICS

Credits: 2:0:2

Objectives:

- To understand the retail strategies
- To effectively analyze retail customers
- To automate the target customer selection

Outcome:

- To do Market Basket Analysis
- To build effective scorecard program
- To design promotion program

Course Description:

Scorecard building, Creating effective marketing mix of products for customers, Market Basket Analysis, Building a promotional program for the existing customers, Find and target the best customers

Practicals:

Case studies covered:

1. Tracking retail through numbers
2. Decoding sales through baskets
3. Redefining marketing mix for retail customers
4. Retail insights through dinner shopping

References:

1. Emmett Cox, “Retail analytics: The secret weapon”

18MS3093 E-COMMERCE ANALYTICS

Credits: 2:0:2

Objectives:

- To understand the whole process of ecommerce
- To effectively analyze ecommerce customers
- To recommend strategies to improve profitability

Outcome:

- To streamline clickstream analytics
- To do SKU optimization
- To predict future fashion trends

Course Description:

Ecommerce process and use of data analytics, Clickstream analytics, SKU optimization,

Practicals:

Customer Segmentation, Conversion modelling, Fashion adoption prediction,

1. e-commerce Customer Prediction

Target customers using their demographic attributes and past purchase patterns

2. e-commerce Revenue objectives: Optimize financial metrics for a b2c e-commerce company**References:**

1. Judah Phillips, "E-commerce analytics: Analyse and improve the impact of your digital strategy"

18MS3094 PYTHON FOR MANAGERS

Credits: 2:0:2

Objectives:

- To practice python for Data Analytics
- To build supervised & Unsupervised models
- To understand the basics of deep learning

Outcome:

- To have hands-on practice with python basics, Numpy and Pandas
- To effectively build models using scikit-learn
- To do dimensionality reduction techniques

Course Description: Python lists, Functions and packages, , Logic, controlflow and filtering, Loops, Data manipulation, Data visualization, Data ingestion and inspection, Time series, Regression, Classification, Clustering, Dimensionality reduction

Practicals:

Lists- Sub setting, Slicing & Dicing, Functions- Existing and new creation, Numpy- arrays, sub setting, Matplotlib – all charts and its edit variables, Dictionaries, Loops – for, while, if-else, EDA with pandas, Timeseries with pandas, Regression- MLR and LR, Classification – knn and model tuning, k-means clustering, Hierarchical clustering, Decorrelation and dimensionality reduction – PCA & LDA, Forward and backward propogation, ReLU, Introduction to Keras

References:

1. W Mckinney, "Python for Data Analysis"
2. Andreas C Muller, Sarah Guido, "Introduction to machine learning with Python"
3. Seagran, "Programming collective intelligence"

18MS3095 ENTREPRENEURSHIP ROLE ORIENTATION

Credits: 3:0:1

Course Objectives:

- To know What is entrepreneurship?
- To assimilate How has entrepreneurship changed the world?
- To make aware about Why join an E-cell? Understand Dreams activity; Shashank's story; Idea Planes Activity

Course Outcomes:

- Develop awareness about entrepreneurship and successful entrepreneurs.
- Develop an entrepreneurial mind-set by learning key skills such as design, personal selling, and communication.
- Understand the DNA of an entrepreneur and assess their strengths and weaknesses from an entrepreneurial perspective.
- Learn about Wadhwani E-cells and their role in transforming college students into successful leaders and entrepreneurs.

Course Description:

Orientation Program in Entrepreneurship - Entrepreneurship and Intrapreneurship—similarities and variance-India's start up revolution—Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, women entrepreneurs- The entrepreneurial mind-set-Key attributes an entrepreneur -Desirable and acquirable attitudes and behaviors-Readiness-The right time, right age, right conditions-Myths and realities of entrepreneurship-Transition from college/ regular job to the world of start-ups-Personal finance. They will be introduced to key traits and the DNA of an entrepreneur, and be given an opportunity to assess their own strengths and identify gaps that need to be addressed to become a successful entrepreneur. This program comprises several lessons, each focusing on a specific entrepreneurial knowledge or skill requirement such as creative thinking, communication, risk taking, and resilience and helping them become career ready, whether it is entrepreneurship or any other career. Entrepreneurial styles and gap analysis, Entrepreneurial success stories, Design Thinking, Communication skills, Personal selling techniques, Risk-taking and resilience

Practicals/Project:

Videos and quizzes through an online Learning Management System (LMS); Classroom learning through an experienced Facilitator/Faculty on campus (Videos, In-class Activities, Outbound Activities); Assignments and Projects; and Practical Experiences including challenges, internships and apprenticeships.

References:

1. Eric Ries, 2011, "The Lean Start Up", Penguin Books Ltd.
2. Peter Thiel, 2014, "Zero to One",

18MS3096 BASIC PROGRAM IN ENTREPRENEURSHIP

Credits: 3:0:1

Course Objectives:

- Understand the value of mentorship in the success of entrepreneurs and their ventures.
- Start customer development, validate their ideas, and learn what prototyping is
- Practice critical talents and traits required for entrepreneurs such as problem solving, creativity, communication, business math, sales, and negotiation.

Course Outcomes:

- Further discover their strengths and weaknesses in terms of qualities and traits required to be a successful entrepreneur in the context of a founding team.
- Identify the gaps in terms of qualities and traits required to be an entrepreneur, if any, and make a personal action plan to close those gaps.
- Develop an entrepreneurial mind-set in terms of acquiring a business focus, creative thinking, risk-taking ability, and more.
- Learn about opportunity discovery and evaluation of viable business ideas for new venture creation.

Course Description

The goal of this program is to provide a space and platform for discovery, both self- discovery and opportunity discovery. Students will discover their strengths in terms of an entrepreneurial founding team and learn basics such as opportunity discovery, prototyping, competition analysis, and early customer insights. They will also participate in online and campus activities and events such as Idea Competitions, business plan challenges, etc. Self-Discovery: Flow; Entrepreneurial CV, and Action Plan, Idea generation: DISRUPT; Brainstorming and Mindmapping, Idea Bank Idea Evaluation: Paired Comparison, Decision Matrix, 5 Q; Back of the Envelope exercise Entrepreneurial Outlook: Effectuation and Lean Startup Customer Discovery: Segmentation and Targeting, Niche Marketing, Consumption Chain, Why customers won't buy, Outcome Driven Innovation, This is my Customer Value Proposition and Idea Validation: Value Proposition design; Value Proposition and Assessing fit; Competition Analysis; Blue Ocean Strategy Prototyping and MVP

Practicals / Project: Videos and quizzes through an online Learning Management System (LMS); Classroom learning through an experienced Facilitator/Faculty on campus (Videos, In-class

Activities, Outbound Activities); Assignments and Projects; and Practical Experiences including challenges, internships, and apprenticeships.

References:

1. Napoleon Hill, “Think and Grow Rich”, Barnes & Noble
2. Patrick J. McGinnis, 2016, “The 10% Entrepreneur- Live your start up dream without quitting your day job”, Self-Help book

18MS3097 INTERMEDIATE PROGRAM IN ENTREPRENEURSHIP

Credits: 3:0:1

Course Objectives:

- understanding of market size, costs, margins, delivery channels, and customer acquisition costs
- Identifying sector-based legal and regulatory compliances Basics of Entrepreneurial Finance and Bootstrapping
- Identify possible sources of funding for your venture – customers, friends and family, Angels, VCs, bank loans, and key elements of raising money for a new venture

Course Outcomes:

- Acquire the skills and knowledge related to various phases in the venture creation process
- creating a business model and building a prototype.
- Practice entrepreneurship by forming and running a Campus Venture or Student Venture as part of a team.

Course Description:

Team Building through Shared Leadership; identifying co-founders and hiring a team. Drawing the Business Model Canvas Iterating the MVP; Refining the Product or Service, Setting up a digital presence, Customer Development: Early insights into cost of customer acquisition; Get to Market Plan; Reaching out to Customers: Channel and Promotions; Customer Relationship Management by finding co-founders and perhaps even hiring. They will develop the Business Model Canvas and will use it to further refine their MVP. Students will set up a digital presence and develop customers, channels and make a Go to Market Plan. They will also get started with various legal and operational aspects and initial funding. They will practice the venture creation process either through a Campus Company or a Student Venture. Overall, they will acquire the skills required to move from MVP to Startup.

Practicals /Project:

Videos and quizzes through an online Learning Management System (LMS); Classroom learning through an experienced Facilitator/Faculty on campus (Videos, In-class Activities, Outbound Activities); Assignments and Projects including Student Venture; and Practical Experiences including challenges, internships and apprenticeships.

References:

1. Daniel Dippiazza, “Rich20something: Ditch your average job start an epic BUSINESS and score the life you want”, 2017

18MS3098 ADVANCED PROGRAM IN ENTREPRENEURSHIP

Credits: 3:0:1

Course Objectives:

- Students will select a vertical and launch their own venture. These verticals will be Manufacturing; Retail; E-commerce; Hospitality, etc.
- They will learn about market size, costs, channels and customer acquisition, business model and plan finalization, efficiency and growth processes.
- familiar with the concepts of Shared Leadership, Hiring a team, Business Model Canvas, Legal and regulatory compliances, Customer acquisition and relationship, Channel promotion and distribution, and Bootstrapping

Course Outcomes:

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

- Launch a sustainable venture with a valid business model, with co-founder(s) on or off campus, and real paying customers.
- Create and validate a business model and business plan for their idea.
- Develop the Minimum Viable Product (MVP)
- Implement an inexpensive and optimum Go-to-Market plan for their business.
- Craft and present an effective business pitch for investors, partners, and other stakeholders.
- Gain in-depth knowledge and relevant skills about a specific vertical.
- Students build a product or service, generate jobs and revenue.

Course Description:

Research the vertical you will operate in Legal and regulatory aspects for starting up specific to your venture, Finalize business model and plan, Understanding operations – production, outsourcing, banking, technology, Finalize Financial Plan, Marketing Plan, Operational Plan Take your product or service to market, Operational, Financial, and Marketing Metrics Deliver an investor pitch to a panel of investors, Cost Accounting & Financial Management: Managing start-up finance; Unit economics; The Concept of costs, profits, and losses; Manage your cash flow; Analyze your financial performance, Visioning for your venture: Have a 1-2 year roadmap and trajectory

Practicals /Project:

Videos and quizzes through an online Learning Management System (LMS); Classroom learning through an experienced Facilitator/Faculty on campus (Videos, In-class Activities, Outbound Activities); Assignments and Projects including Student Venture; and Practical Experiences including challenges, internships and apprenticeships.

References:

1. Chris Guillebeau, “ The \$100 start up: Reinvent the way you make a living, Do what you love ,and create a new future”, 2012

18MS3099 TECHNOLOGY APPRECIATION & INTELLECTUAL PROPERTY RIGHTS

Credits: 3:0:1

Course Objectives:

- Understand the need for technology appreciation
- Identify the IPR and its significance in business
- Learn the IPR laws

Course Outcomes:

- Distinguish the features and legal norms for partnership, sole proprietorship, corporation
- Apply knowledge in patents, copyright, trademarks creation
- Analyse the International developments on the copyright, trademarks etc

Course Description:

Legal Matters- Organizational form–partnership, sole proprietorship, corporation- Intellectual property–copyright, trademarks- Tax, Personnel law, contract law-Law vs Ethics-Legal expenses, hiring the service provider - Digital Haves and Have-nots- Digital Economy as a resource- Promotion tools-the value of Likes and Shares- Matchmakers-Long Tail markets-Micro–Apps-Funding and Incubation. New developments in trade mark law; copy right law, patent law, intellectual property audits. International overview on intellectual property, international - trade mark law, copy right law, international patent law, international development in trade secrets law.

Practicals/ Project:

Identify idea, Process and development of the Patents, Trademarks, Copyrights in India and abroad

References:

1. Deborah, E. Bouchoux , “Intellectual property right”, cengage learning.

2. Prabuddha ganguli , “Intellectual property right - Unleashing the knowledge economy” , Tata Mc Graw Hill Publishing Company Ltd.

18MS3100 INNOVATION TECHNOLOGY MANAGEMENT

Credits: 3:0:1

Course Objectives:

- Collaborate and present in teams, and reflect on this team experience.
- Deliver well-structured presentations
- Prepare written professional reports.

Course Outcomes:

- apply disciplinary knowledge in discussing (individual assignment) and creating (group assignment) innovative technological solutions
- Discuss ethical and environmental implications of technological innovation – and consider such implications in your proposed solutions.
- Discuss social and cultural implications of technological innovation – and consider such implications in their own proposed solutions.

Course Description:

Identifying ‘paying customer’, developing market understanding - Narrowing focus-End user profiling, Ideal Persona-Market segmentation, Market sizing- Marketing plan, pricing- Strategy-Rigor of another kind; conceptual knowledge and practical skills regarding technological innovation. The course gives you an opportunity to learn how innovation and technology are interrelated. For example, we will discuss in this course: (1) how technological innovations diffuse over time; (2) how organizations can support innovativeness; and (3) how external and internal technologies and innovations can be integrate. Overall, the course aims at developing your academic, conceptual and theoretical IS/IT knowledge in the area of technology and innovation as well as your professional skills by applying this knowledge to real business cases. **Creativity and Innovation:** Idea Generation Tools and approaches (Brainstorming, TRIZ, Morphological Analysis, etc.) 2. The use of market research tools (Anthropological studies, Interviews, Survey, Focus Groups, etc.) for observing, understanding and assessing customer needs in different Sectors. 3. Design thinking for SEs and innovations in their lifecycles. 4. Issues in the early stages of SEs’ lifecycles.

Practicals/ Project:

Research, analyse and propose solutions to innovation and technology business issues.

Reference:

1. Chris Guillebeau, “ The \$100 start up: Reinvent the way you make a living, Do what you love ,and create a new future”, 2012

18MS3101 INDIAN MODELS IN ENTREPRENEURSHIP

Credits: 3:0:1

Course Objectives:

- Read and understand the challenges of successful Entrepreneurs
- Check the roadblocks to overcome
- How to chase the dream of a start-up, lesson from Indian Models in Entrepreneurship

Course Outcomes:

- Apply your ideas in creating business plan
- How an idea to be converted to an opportunity
- What are the stages in the process of startups

Course Description:

Indian Entrepreneurs-history, challenges and success stories- Explaining to family- Entrepreneurial Stress-Composition-complementarity-Different life stages- Relative importance- Disagreements-Idea, opportunity and retrospective determinism - To solve something felt and experienced vs I want to be an entrepreneur- Where can ideas come from- Creating and appropriating value- Scarcity, choice and trade offs- Heuristics and Gut-feel- Business Plan -How to develop it-What all should it

have, what it shouldn't have-Unit economics, scalability, defensibility-Venture feasibility analysis-Pitching,

Practicals/ Project:

Interview, data collection from Business entrepreneurs

References:

1. "Quick Reference Biographies: Great Personalities of India"
2. Shobha Warriar, "Dreamchasers: Entrepreneurs from the south of the Vindhyas"

18MS3102 SOCIAL ENTREPRENEURSHIP

Credits: 3:0:1

Course Objectives:

At the end of the course students can expect to:

- Have gained an understanding of the field of social entrepreneurship and understand many of the opportunities, challenges, and issues facing social entrepreneurs
- Have met leading social entrepreneurs who are using business skills to address complex social problems.
- Develop a business plan for a social venture

Course Outcome:

- Students will be expected to develop a business plan for a social enterprise. Because the field of social entrepreneurship is interdisciplinary
- Examine Sustainability – How are social entrepreneurs funding their enterprises? How is the enterprise sustaining itself financially? Impact and Performance –
- Assess the impact of the enterprise. Which tools are available to measure the impact and effectiveness of social enterprises?
- Analyse on Innovations of Social entrepreneurs who create change.
- Explore how do they create and spread this innovation and change?
- Leadership--What are the characteristics of social entrepreneurs' leadership?

Course Description: The course will be structured around three elements that will be interwoven throughout: 1. The field of social entrepreneurship. 2. The players and business structures used by social entrepreneurs. 3. The mechanics, tensions, and realities of starting and/or managing a social enterprise. **The Rise of Social Enterprises (SEs) and Entrepreneurship:** The need for and concept of MDGs and SDGs. 2. Global, regional and national development issues (focus on Asia). 3. Components of development. 4. Global Development Organizations – Examples and Descriptions. 5. Social Entrepreneurship and Enterprises – Past and emerging trends; anticipating the future. **Social Enterprises (SEs) and Entrepreneurship - An Overview:** Concepts and definitions of SEs. 2. History and evolution of social entrepreneurship – international and national examples of pioneers. 3. Hybrid spectrum of SEs – business models, legal and organizational manifestations. 4. Types and functions of SEs such as fair trade organizations, cooperative organizations, etc. 5. SEs in different sectors. **Management of SEs – Functions and Issues:** Management – Purpose, Concepts, Functions and Resources. 2. Types and Sources of Finance. 3. Resource mobilization strategies. 4. Core issues in management – Value, Risk, Returns and Cost.

Fundamentals of Product Development: Brief history of appropriate technology. 2. Principles of sustainable design and product/service development. 3. Issues in the product development cycle. 4. Prototyping and testing in lab and field conditions, and user feedback. 5. Basics of IP management.

References:

1. <http://csie.iitm.ac.in/SEReports.html>
2. Nicholls, Alex, ed. , (2006), Social Entrepreneurship – New Models of Sustainable Social Change, Oxford University Press, ISBN # : 0-19-928387-7
3. Elkington, J. and Hartigan, P , (2008), The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World, Harvard Business Press, ISBN # 978-1-4221-0406-4

18MS3103 VENTURE VALUATIONS & ACCOUNTING

Credits: 3:0:1

Course Objectives:

At the end of the course students can expect to:

- Have gained an understanding of the field of social entrepreneurship and understand many of the opportunities, challenges, and issues facing social entrepreneurs
- Have met leading social entrepreneurs who are using business skills to address complex social problems.
- Develop a business plan for a social venture

Course Outcome:

- Students will be expected to develop a business plan for a social enterprise. Because the field of social entrepreneurship is interdisciplinary
- Examine Sustainability – How are social entrepreneurs funding their enterprises? How is the enterprise sustaining itself financially? Impact and Performance –
- Assess the impact of the enterprise. Which tools are available to measure the impact and effectiveness of social enterprises?
- Analyse on Innovations of Social entrepreneurs who create change.
- Explore how do they create and spread this innovation and change?
- Leadership--What are the characteristics of social entrepreneurs' leadership?

Course Description:

Informal capital–Friends & Family, Angel-Introduction to the world of Venture Capitalists-Evaluation criteria employed by VCs-Selecting the right VC-Financing Mix and the Financing continuum-shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, Idea / patent, Driving force and capital infusion-Go–Live-What proof of concept is needed-Minimum viable product-Name of product / service- Website / Visiting card /Office space- Struggles -Causes of failure–Product/ market, financing, managerial-Resilience-How many attempts- Valuation and Harvesting-Valuation methods-Term sheet-Strategic sale, negotiations-Management succession

Practicals/ Project:

Incubation of a start up of any business idea to be initiated

References:

1. Stephen R.Poland, “Start –Up Valuation”, 2017, 1X1 Media
2. Gina Vega and Miranda S. Lam, “ Entrepreneurial Finance: Concepts & Cases”, 2015
3. Steven Rogers, “Entrepreneurial Finance, Third Edition: Finance and Business Strategies for the Serious Entrepreneur”, 2014, McGraw Hill

18MS3104	RESEARCH METHODOLOGY AND IPR	L 2	T 0	P 0	C 2

Course Objectives:

- To make students understand scientific methods in research
- To familiarize the students with research problem formulation
- To gain insights into research and IPR related information

Course Outcomes

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

- Understanding that the significance of IPR in today's world
- Comprehend research work and investment in R & D, which leads to creation of new and better products, and in turn brings about, economic growth and social benefits.
- Cognize the role of IPR and the need of information in general & engineering in particular.
- Understand that IPR protection provides an incentive to inventors for further action
- Put a business problem into a methodological framework and perspective
- Produce a dissertation research proposal with adequate and appropriate methodology on topics related to their specialization

Course Description

Unit 1 - Meaning of research problem, Sources of research problem, Criteria Characteristics of a good research problem, Errors in selecting a research problem, Scope and objectives of research problem. Approaches of investigation of solutions for research problem, data collection, analysis, interpretation, Necessary instrumentations

Unit 2 - Effective literature studies approaches, analysis Plagiarism, Research ethics,

Unit 3 - Effective technical writing, how to write report, Paper Developing a Research Proposal, Format of research proposal, a presentation and assessment by a review committee

Unit 4 - Nature of Intellectual Property: Patents, Designs, Trade and Copyright. Process of Patenting and Development: technological research, innovation, patenting, development. International Scenario: International cooperation on Intellectual Property. Procedure for grants of patents, Patenting under PCT.

Unit 5 - Patent Rights: Scope of Patent Rights. Licensing and transfer of technology. Patent information and databases. Geographical Indications.

Unit 6 - New Developments in IPR: Administration of Patent System. New developments in IPR; IPR of Biological Systems, Computer Software etc. Traditional knowledge Case Studies, IPR and IITs.

References:

- 1) Zikmund, W.G. Business Research Methods. (7th edn.), Cengage Learning: India. (2009).
- 2) Ranjit Kumar, , “Research Methodology: A Step by Step Guide for beginners” 2nd Edition Taylor & Francis Ltd ,2007
- 3) Halbert, “Resisting Intellectual Property”,. Mayall, “Industrial Design”, McGraw Hill, 1992.
- 4) Niebel, “Product Design”, McGraw Hill, 1974.
- 5) Asimov, “Introduction to Design”, Prentice Hall, 1962.
- 6) Robert P. Merges, Peter S. Menell, Mark A. Lemley, “Intellectual Property in New Technological Age”, 2016.
- 7) T. Ramappa, “Intellectual Property Rights Under WTO”, S. Chand, 2008

18MS3105	CONSTITUTION OF INDIA	L	T	P	C
		2	0	0	0

Course Objectives:

Students will be able to:

- Understand the premises informing the twin themes of liberty and freedom from a civil rights perspective.
- To address the growth of Indian opinion regarding modern Indian intellectuals’ constitutional role and entitlement to civil and economic rights as well as the emergence of nationhood in the early years of Indian nationalism.
- To address the role of socialism in India.

Course Outcomes:

Students will be able to:

- Discuss the growth of the demand for civil rights in India.
- Have general knowledge and legal literacy and thereby help to take up competitive examinations
- Understand state and central policies, fundamental duties
- Understand Electoral Process, special provisions
- Understand powers and functions of Municipalities, Panchayats and Co-operative Societies
- Apply practically the basic human rights in life.

Unit 1 - History of Making of the Indian Constitution: History Drafting Committee, (Composition & Working)

Unit 2 - Philosophy of the Indian Constitution: Preamble Salient Features

Unit 3 - Contours of Constitutional Rights & Duties: Fundamental Rights Right to Equality Right to Freedom Right against Exploitation Right to Freedom of Religion Cultural and Educational Rights Right to Constitutional Remedies Directive Principles of State Policy. Fundamental Duties.

Unit 4 - Organs of Governance: Parliament: Composition Qualifications and Disqualifications Powers and Functions Executive President Governor Council of Ministers Judiciary, Appointment and Transfer of Judges, Qualifications Powers and Functions

Unit5 - Local Administration: District's Administration head: Role and Importance, Municipalities: Introduction, Mayor and role of Elected Representative, CEO of Municipal Corporation. Pachayati raj: Introduction, Zila Pachayat. Elected officials and their roles, CEO Zila Pachayat: Position and role. Block level: Organizational Hierarchy (Different departments), Village level: Role of Elected and Appointed officials, Importance of grass root democracy

Unit 6 - Election Commission: Election Commission: Role and Functioning. Chief Election Commissioner and Election Commissioners. State Election Commission: Role and Functioning. Institute and Bodies for the welfare of SC/ST/OBC and women.

Reference Textbook

1. Durga Das Basu: "Introduction to the Constitution on India", (Students Edn.) Prentice –Hall 19th / 20th Edn., 2001
2. D.D. Basu, Introduction to the Constitution of India, Lexis Nexis, 2015.

Suggested Reading

1. The Constitution of India, 1950 (Bare Act), Government Publication.
2. Dr. S. N. Busi, Dr. B. R. Ambedkar framing of Indian Constitution, 1st Edition, 2015.
3. M. P. Jain, Indian Constitution Law, 7th Edn, Lexis Nexis, 2014. Model Curriculum of Engineering & Technology PG Courses [Volume-I] [45]
4. Brij Kishore Sharma, "Introduction to the Constitution of India", PHI Learning Pvt. Ltd., New Delhi, 2011.
5. Latest Publications of Indian Institute of Human Rights, New Delhi.

LIST OF COURSES

Course Code	Name of the Course	Credits
17MS1001	Personality Development and Extension Activities	1:0:0
17MS1002	Basics of Business and Management	3:0:0
17MS2001	Management For Engineers	3:0:0
17MS2002	Managerial Skills	3:0:0
17MS2003	Advanced Managerial Skills	3:0:0
17MS2004	New Enterprise Creation and Management	3:0:0
17MS2005	Business Accounting	3:0:0
17MS2007	Constitution of India	3:0:0
17BB2001	Principles of Management	4:0:0
17BB2002	Business Organization	4:0:0
17BB2003	Business Communication	4:0:0
17BB2004	Managerial Economics	4:0:0
17BB2005	Principles of Marketing	3:0:0
17BB2006	Financial Accounting	3:0:0
17BB2007	Business Law	4:0:0
17BB2008	Management Accounting	4:0:0
17BB2009	Human Resource Management	4:0:0
17BB2010	Direct Taxation	4:0:0
17BB2011	Research Methodology	4:0:0
17BB2012	Indirect Taxation	4:0:0
17BB2013	Cost Accounting	4:0:0
17BB2014	Financial Management	4:0:0
17BB2015	Organizational Behavior	4:0:0
17BB2016	Office Management	3:0:0
17BB2017	Production and Materials Management	4:0:0
17BB2018	Principles of Insurance	4:0:0
17BB2019	Investment Management	4:0:0
17BB2020	Project Management	4:0:0
17BB2021	Entrepreneurship Development	4:0:0
17BB2022	Services Marketing	4:0:0
17BB2023	Management Information System	4:0:0
17BB2024	Principles of Advertising	4:0:0
17BB2025	Internet and E-Commerce	4:0:0
17BB2026	Constitution Of India	4:0:0
17BB2027	Disaster Management	4:0:0
17BB2028	Human Rights	4:0:0
17BB2029	Women's Rights	4:0:0
17BB2030	Comprehensive Practices	0:0:1
17BC2001	Principles of Accountancy	4:0:0
17BC2002	Business Organization and Office Management	4:0:0
17BC2003	Principles of Micro Economics	4:0:0
17BC2004	Financial Accounting	4:0:0
17BC2005	Principles of Marketing	3:0:0
17BC2006	Macro Economics	3:0:0
17BC2007	Advanced Accounting	4:0:0
17BC2008	Commercial Law	4:0:0
17BC2009	Principles of Management	4:0:0
17BC2010	Business Communication	4:0:0
17BC2011	Financial Accounting LAB	0:0:2
17BC2012	Business Statistics	4:0:0
17BC2013	Corporate Accounting I	4:0:0
17BC2014	Company Law and Secretarial Practice	4:0:0
17BC2015	Banking Theory	3:0:0
17BC2016	Industrial law	4:0:0
17BC2017	E-Commerce	4:0:0

17BC2018	Financial Statement Analysis	4:0:0
17BC2019	Cost Accounting	4:0:0
17BC2020	Income Tax Law and Practice	4:0:0
17BC2021	Business Research Methods	4:0:0
17BC2022	Management Accounting	4:0:0
17BC2023	Principles of Auditing	4:0:0
17BC2024	Indirect Tax	4:0:0
17BC2025	Entrepreneurial Development	4:0:0
17BC2026	Business Ethics and Corporate Social Responsibility	4:0:0
17BC2027	Data Analysis for Business Decisions	0:0:2
17BC2028	Comprehensive Practices	0:0:1

17MS1001 PERSONALITY DEVELOPMENT AND EXTENSION ACTIVITIES

Credit 1:0:0

Course objectives:

- To understand and study the Behavioral and Personality Pattern of individual and society
- To understand the role of National Service Scheme and National Cadet Corps in Community Development and service to National.
- To understand the role of Red cross society and the importance of Civic sense in National Development.

Course Outcomes

At the end of the course the student will be able to

- Live as a well-groomed human being with decorum and be a role model in the society.
- Behave as a responsible citizen of the Nation and volunteer self towards national building
- Be patriotic citizen with values of self-discipline and character.
- Impart awareness on the rural development and create a healthy community.
- Animate an ethical societal life and impart Civic sense to others.
- Exhibit humanity with social concern.

Unit I - Personality Development: Definition – Important of personality – Type of personality – Influencing the society – Behavioral pattern – Perception.

Unit II – NSS: Orientation to NSS: Genesis – Objectives of NSS – Emblem – Motto – Organization and administration set-up of NSS- Classification of NSS programs - Regular activities, Special Camping Programs.

Unit III – YRC: Guidelines of YRC – Mission – Fundamental Principles of IRC – Valuing the roll of young people – Organizational structure of IRCS – Formal procedures at IRCS.

Unit IV - NCC: History of National Cadet Corps (NCC) - Logo – Motto –Branches – Training Activities. NCC Activities - Community Service – Benefits of NCC.

Unit V - Civic sense and Civic Responsibility: Civic Sense – Social ethics – Rule of the road and road sense- public character – civic skills in character building– Civic Responsibilities.

Text book:

1. Personality Development and Communication Skills 1st Edition (English, Paperback, S. S Narula)
2. NSS Manual – 2005, Ministry of Youth Affairs, India.
3. Basics about the Red Cross- Manual – Second Edition 2014, Indian Red Cross Society.
4. NCC Manual – 2007, DGNCC, New Delhi – 110 066
5. Pedagogy of School Subject Civics Paperback – 2016 by Dr. Rampal Singh (Author)

References:

1. Covey Sean, *Seven Habit of Highly Effective Teens*, New York, Fireside Publishers, 1998.
2. Guidelines for Junior and Youth Red Cross - Manual – 2012 Indian Red Cross Society.

17MS1002 BASICS OF BUSINESS AND MANAGEMENT

Credit 3:0:0

Course Objective:

- An overview of the GDP, CPI, Inflation and Devaluation
- Understanding on Leadership and Team building
- Sensitization to Entrepreneurship

Course Outcomes:

At the end of the course, the student will be able to:

- Appreciate Indian Economy
- Marketing, Manpower and Technology
- Evolve and develop business plans for their novel ideas
- Demonstrate Leadership
- Apply Budgeting and Taxation in one's regular life style
- Use Sales and Negotiation Techniques

Unit I - National Income, GDP, CPI, Currency Printing & circulation, Inflation, Devaluation, an overview of Union Budget - Visualization of self as RBI Governor and Union Finance Minister

Unit II - Leadership – Leadership traits for self - Assessing using Managerial Grid - Team Building and Motivation - My experience with Classmates and siblings

Unit III - Budgeting and Taxes - understanding with a help of my family budget and father's tax experience. Creation of once self-financial plan for higher studies (like Engineering, Commerce / Business Administration etc.)

Unit IV - Sales and Negotiations techniques with My mother's experiences in shopping (including online marketing) - bargaining and negotiation skills

Unit V - Human Resources, Marketing and Technology in a Business - designing a Business Plan for my Uncle using economic, market conditions and managerial skills, budgeting and taxes, sales and negotiations skill.

Text Books:

1. Francis Cherunilam, Business Environment, Himalaya Publishing House
2. Y.K.Bhusan, 19th Edition, (2013), Fundamentals of Business Organisation and management, Sultan Chand and Sons limited, New Delhi.

Reference Books

1. Paul A Samuelson and William Nordhaus (9th Edition, 2013), Economics, McGrawHill Education, New Delhi
2. Basu, Kaushik (ed.) (2004), India's Emerging Economy, Oxford University Press, New Delhi.
3. Samuel Joseph. C & Anthony Raj. S, Basics of Business Management, (2016), McGraw Hill Education, New Delhi.
4. Lussier R.N. & Achua C.F. (2007), Effective Leadership, Thomson South-Western.
5. Balmer.A. (2011), Introduction to Marketing-Theory and Practice, Oxford, Indian Edition.

17MS2001 MANAGEMENT FOR ENGINEERS

Credits: 3:0:0

Course Objectives:

This course aims to:

- Provide engineering students with contemporary knowledge of business management
- Instruct current knowledge of the entrepreneurial processes of people – functional – leadership
- Train the learners in various managerial processes of planning, organizing, leading and controlling

Course Outcomes:

After completing this course, the student should be able to:

- Independently manage the challenges in the work place
- Decide on the types of business for one's new venture
- Demonstrate the various marketing and selling techniques
- Analyze the impact of costing in business decisions
- Apply HR principles in business
- Adapt quality assurance in business

Unit I - Organization and Management: Forms of business organizations – sole proprietorship, partnership, co-operatives – Joint Stock Companies – overviews of contributions of management gurus – functions of management – POSDCORB – MBO

Unit II - Sales and Marketing: Marketing mix – Sales Vs Marketing - Sales strategies – Targeting – Positioning – Segmentation – Product Life Cycle

Unit III - Costing Management: Overview of Accounting – Costing – Meaning – Cost classification – Cost sheet – Tender and Quotations – Marginal costing – Break Even Analysis

Unit IV - Human Resource Management Nature of Human Resource Management – Selection – Performance appraisal – career strategy – EPF – ESI - Gratuity – Cultural Diversity

Unit V - Operations and Quality Assurance: Productivity - Operations and Management -Total Quality Management – Total Productive Maintenance- Preventive Maintenance and Breakdown Maintenance.

Text Books

1. L.M Prasad, (2013) Organizational Behaviour, Sultan Chand Publications
2. V.S.P.Rao Managerial Skills Excel Books,2010,New Delhi

Reference Books:

1. Lussier R.N. & Achua C.F. (2007), Effective Leadership, Thomson South-Western.
2. Robbins S.P. (2009), Organizational Behaviour, New Delhi: Pearson Education.
3. Jain & Narang (2009) Cost Accounting, Kalyani Publishers, New Delhi.

17MS2002 MANAGERIAL SKILLS

Credits: 3:0:0

Course Objectives: This course aims to:

1. To give exposure of essential managerial skills to students.
2. Nurture the fundamentals of creativity, innovation and group decision making;
3. Impart the basics of emotional intelligence and attitude towards change

Course Outcomes: After completing this course, the student should be able to:

Apply and execute managerial functions

1. Take Decisions as appropriate in his context
2. Adopt to work place challenges
3. Exhibit Emotional balance in daily life
4. Work in a team effectively.
5. Manage self and others by effectively using organizational communication.

Unit I - Developing Skills: Introduction to skills & personal skills-Manager vs. Leader vs. Boss-Importance of competent managers-skills of effective managers-capability vs. competency-Self assessment tools-JOHARI Window-SWOT analysis.

Unit II - Leadership: Leadership -Leadership Concepts-Trait approaches to Leadership-Qualities of successful leader-Leadership styles-Examples of successful leaders-The Managerial Grid.

Unit III - Creativity & Innovation: Creativity -Creativity Skills - Characteristics of Creative People- Right brain vs Left brain -Divergent thinking vs. Convergent thinking-Barriers of Creativity-Methods to Improve Creativity. Innovation – Characteristics-Process of Innovation-Barriers to Innovation- types of innovation-Methods to Improve Innovation.

Unit IV - Decision Making & Emotional Intelligence: Decision Making -Process of Decision Making-Emotional intelligence-Concepts - Components-EI Theories-attitude-attitude towards change.

UNIT V - Team Building & Corporate Communication: Team -Definition- Ingredients of effective teams-Classification of Teams-Team building-Requirements for effective Team building-Team building interventions-Stages of Team building-Communication-Definition- Types-Process- Team Vs Groups

Text Books

1. Robbins S.P. (2009), Organizational Behaviour, New Delhi: Pearson Education.
2. V.S.P.Rao Managerial Skills Excel Books,2010,New Delhi

Reference Books:

1. Flately M.E. & Lesikar R. (2004), Basic Business Communication, Irwon Professional Publication.
2. Lussier R.N. & Achua C.F. (2007), Effective Leadership, Thomson South-Western.
3. L.M Prasad, (2013) Organizational Behaviour, Sultan Chand Publications.

17MS2003 ADVANCED MANAGERIAL SKILLS

Credit: 3:0:0

Course Objectives:

- Learn the fundamentals of creativity and innovation, and group decision making
- Understand the concepts of emotional intelligence and its applications, along with suitable leadership styles and their influence on subordinates.
- Aware of the types of governance and its applications in various facets of industry and society.

Course Outcomes:

- Apply best practices of creative problem solving to relevant situations.
- Practice emotional intelligence in the workplace and assess suitable leadership styles to be utilized for various situations within organizations.
- Evaluate the performance of organizations based on their adherence to governance norms.
- Assess the utility of various communication tools/methods and utilize appropriate etiquette for written communication.
- Foster values for effective group/team performance
- Demonstrate various conflict management styles pertaining to various situations in organizations.

Unit I - Creativity & Decision making: Concept of innovation and creativity – Creative problem solving process – Creative problem solving techniques – Decision making – Decision making approaches (Rationality, Bounded Rationality, Intuition) – Decision making process – Types of decisions – Group decision making

Unit II - Emotional Intelligence and Leadership: Defining emotional intelligence – Difference between IQ & EQ – Emotional intelligence framework – EI in organizations – Defining leadership and management – Attributes of effective leaders – Leadership styles (Autocratic, Democratic, Laissez Faire, Charismatic, Transactional, Transformational, Servant) – Situational approach to leadership.

Unit III – Governance: Defining Governance and Management – Overview of Scams - Essentials of good governance – Types of governance (Corporate, Project, Global, Democratic, Participative, e-Governance) – Cases on good & bad corporate governance – Consequences of corporate governance – Corporate social responsibility.

Unit IV - Organizational communication: Communication – Types of communication – Channels of communication – Tools used for communication (verbal, written) – Advances in communication methods/channels – Barriers to communication – Email etiquette – Presentation guidelines – Transactional analysis – Cases on successes & failures in organizational communication. Non Verbal Communication - Gestures and Postures

Unit V - Team building & Conflict Management Defining groups and teams – Group formation – Types of groups – Group characteristics – Team building process – Traits of effective teams – Types of teams – Defining conflict – Types of conflict – Approaches to conflict – Conflict management process – Approaches to handling conflict

Text books:

1. Robbins S.P, Judge T.A, Vohra N., “Organizational Behaviour, 16th Edition New Delhi: Pearson Education, 2016
2. Lussier R.N, Achua C. “Effective Leadership”, 5th Revised edition, Thomson South Western, 2012

Reference books:

1. Dessler G., “Supervision and Leadership in a changing world”, 1st edition, Pearson Education, 2011
2. Flately M, Lesikar R. , “Business Communication – Making connections in the Digital World”, McGraw Hill Education, 2009
3. 4. Fernando A.C, “Corporate Governance – Principles, Policies and Practices”, Prentice Hall College, 2009

17MS2004 NEW ENTERPRISE CREATION AND MANAGEMENT

Credits: 3:0:0

Course Objectives

- To expose the students for initiative and managing a new enterprise of their choice.
- To Develop, Motivate, reinforce, Entrepreneurial traits and the spirit of enterprise;
- To facilitate decision making process for setting-up of a new enterprise;

Course Outcomes

- Analyze the global and local business environment
- Ability to recognize the business opportunity
- Demonstrate the understanding to launch and individual entrepreneurial career
- Develop a well-developed business plan
- Apply an ethical understanding to business situations.
- Articulate effectively to gain funds for venture.

Unit I - Entrepreneurship: Principles of Entrepreneurship – Entrepreneurial Environment -Types of Entrepreneurs –Intrapreneur – Young and Aspirational Indian Environment – Socio Cultural Changes – Digital Influence –Structural framework and Socially conscious Indians.

Unit II - Mind Of Indian Customer: The Mind of the Indian Customer – Criticality Discontent Matrix – Customer Dissatisfaction elimination – Exploring and Finding the right information about the products (Just Dial etc.,) Ease of buying the product – Delivering the Product (Dabbawalas) – Consumption of the Product- Identifying new business idea

Unit III - Start Ups: Small Enterprises – Definition, Classification – Characteristics, Ownership Structures – Project Formulation – Steps involved in setting up a Business/Start –Ups – Process – Conceptualization and Planning – Execution – Launching - Business Incubators – Marketing – Funding - Project Appraisal and Appraisal Techniques - SEZ – 100% EoU's – STP – BTP.

Unit IV - Institutional Support And Managerial Analysis: Pitching Start – Ups with Investors – Sourcing for Funds - Term Loans with Financial Institutions – Understanding Taxes with reference to Small business

Unit V - Support To Entrepreneurs Sickness in small Business – Concept, Magnitude, Causes and Consequences, Corrective Measures – Government Policy for Small Scale Enterprises – Growth Strategies in small industry – Expansion, Diversification, Joint Venture, Merger and Sub Contracting - Ethics and Value Perspectives in business situations.

Text Books:

1. Khanka. S.S., “Entrepreneurial Development” S.Chand& Co. Ltd.,Ram Nagar, New Delhi, 2013.
2. Donald F Kuratko, “Entrepreneurship – Theory, Process and Practice”, 9th Edition, Cengage Learning 2014.

References:

1. Hisrich R D, Peters M P, “Entrepreneurship” 8th Edition, Tata McGraw-Hill, 2013.
2. Mathew J Manimala, “Entrepreneurship theory at cross roads: paradigms and praxis” 2nd Edition Dream tech, 2005.
3. Rajeev Roy, ‘Entrepreneurship’ 2nd Edition, Oxford University Press, 2011.
4. EDII “Faulty and External Experts – A Hand Book for New Entrepreneurs Publishers: Entrepreneurship Development”, Institute of India, Ahmadabad, 1986.

Websources:

1. <https://www.wfnen.org/>
2. www.ediindia.org

17MS2005 BUSINESS ACCOUNTING

Credits 3:0:0

Course Objectives:

This course aims to:

- Introduce Accounting principles and practice
- Impart method of book keeping
- Explain final account preparation

Course Outcomes:

After completing this course, the student should be able to:

- Relate basic accounting concepts
- Demonstrate Double entry book keeping system and various books of accounts
- Preparation of final accounts, etc.
- Understand the basic knowledge in cost accounting
- Ability to write Business accounting programme in costing and inventory control
- Enable the students to work out in accounting software

Unit I - Accounting And Book Keeping: Accounting Principles - Branches of accounting - Accounting rules – Journalizing – Ledger - Subsidiary Book including cash book-Trial Balance

Unit II - Final Accounts And Depreciation Accounting: Preparation of Final Accounts - Concept of Depreciation – Causes – Features – Objectives - Methods of Depreciation-Provision for bad debts

Unit III - Cost Accounting: Cost Account - Elements of cost - Preparation of cost sheet

Unit IV - Material Cost Accounting: Material cost - Stores Ledger -Costing Materials Issued - FIFO – LIFO

Unit V Budgeting: Budget and Budgetary control- Preparation of various budgets - Flexible Budget - Production Budget -Cash Budget

Note: Distribution of Marks between Problems and Theory shall be 60% and 40%.

Reference Books:

1. Accounting for Management- N.P.Srinivasan and M.SakthivelMurugan, S.Chand& Company Ltd., New Delhi.
2. Management Accounting –Sharma and Gupta-KalyaniPublishers,New Delhi.
3. Double entry book Keeping-T.S Grewal,Sultan Chand & Sons, New Delhi.
4. Cost Accounting – Jain and Narang, Kalayani Publishers
5. A.Mukherjee, M.Hanif, Modern Accountancy, Law Point Publications

17MS2007 CONSTITUTION OF INDIA

Credits: 3:0:0

Course Objectives:

- To understand the objectives behind the Indian constitution
- To understand the powers of legislation, and
- To know the different functions and roles played by the constitutional authorities

Course Outcomes:

- To understand the making of constitution
- To know the salient features of constitution of India
- Disseminate the fundamental rights as laid in constitution of India
- To create awareness on the functions and Rules of law as citizens of India
- To know the powers of union executive, union legislature and judiciary
- To apply knowledge on situations relating to the legislature and judiciary provisions

Unit I Making of Constitution - Constituent Assembly - Dr. Rajendra Prasath - Dr. B. R. Ambedkar

Unit II Salient features - Fundamental Rights.

Unit III Union Executive - President of India - Vice-President - Prime Minister - Cabinet – Functions

Unit IV Union Legislature - Rajya Sabha - Lok Sabha - Functions and Powers

Unit V Union Judiciary - Supreme Court - Functions - Rule of law, State - Executive - Legislature – Judiciary.

Reference books:

1. Aggarwal R.C., Bhatnagar Mahesh (2005) Constitutional Development and National Moment of India, Sultan Chand Publishers, New Delhi
2. D D Basu (2013) Introduction to the Constitution of India, Lexis Nexis.
3. Nani Palkhivala (1970) Constitution of India, New Delhi,
4. Krishna Iyer, V.R. (2009), Law and Justice, Universal Law Publishing Company, New Delhi,

17BB2001 PRINCIPLES OF MANAGEMENT

Credits 4:0:0

Course Objectives:

This course aims to:

- Introduce the students to learn principles, concepts and functions of management.
- Impart type of business organization
- Introduce recent trends in management process
- Real time experience in Human Resource
- Nurture the fundamentals of creativity, innovation and group decision making;
- Facilitate understanding about organizational communication and cultural diversity.

Course Outcomes:

After completing this course, the student should be able to:

- Relate the nature and types of business organizations
- Demonstrate the Principles & functions of Management
- Relate the Process of decision making
- Implementing the importance of Human Resource & Cultural diversity
- Think out of the box and find innovative solutions to various work place challenges
- Manage self and others by effectively using organizational communication.

Unit I - Overview Of Management: Definition-Management-Role of managers-Evolution of management though-Organization and the environmental factors-Trends and challenges of management in Global Scenario.

Unit II - Planning: Nature and purpose of planning-planning process-Types of plans-objectives-Managing by objective (MBO) strategies-Types of strategies-policies-Decision making-Types of Decision-Decision making process.

Unit III - Organizing: Nature and purpose of organizing-Organization structure-Formal and informal groups – Line and staff authority-Departmentation-Span of control- centralization and Decentralization-Delegation of authority

Unit IV - Staffing: Staffing-selection and recruitment-Orientation-career Development-career stages-Training –Performance appraisal.

Unit V - Directing: Creativity and Innovation-Motivation and satisfaction- Motivation Theories-Leadership styles-Communication-Barriers to effective communication-Organization culture-Elements and types of culture-Managing cultural diversity.

Reference Books:

1. L.M.Prasad (2012), Principles of Management, Sultan Chand and Sons, New Delhi
2. Harald Kootnz (2012), Essentials of Management (8E),Tata McGrawHill.
3. R.C.Bhatia (2013), Principles of Management, Sterling Publishers, New Delhi
4. Rajeesh Viswanathan (2010), Principles of Management: Concepts and cases (1st Edition), Himalayas Publishing House, Mumbai
5. F.W.Taylor (2008), The Principles of Scientific Management, Dodo Press.

17BB2002 BUSINESS ORGANISATION

Credits 4:0:0

Course Objectives:

This course aims to:

- Impart the fundamental principles and concepts of business organization
- Introduce the legal formalities in setting up of an organization.
- Explain the impact of finance to form business organization
- Internalize the process of setting up a business
- Experiential training in Marketing & Insurance
- Explain Source of Finance

Course Outcomes:

After completing this course, the student should be able to:

- Visualize the Classification of business activities
- Form the business entity
- Analyze the various strategies of establishing new business unit
- Implement Insurance benefits
- Know source of finance
- Become expert in marketing

Unit I - Introduction: Nature & Scope of Business System, Objectives of Business and social responsibilities of Business.

Unit II - Organizing A Business: Forms of ownership organization- Establishing a new units, plant location, layout, sole proprietor, Partnership, Private and public Ltd. Companies, choice of suitable form of business organization.

Unit III - Public Sector: Central Government, public corporation, Local Government, organization neither public nor private sector, clubs & society, cooperative societies, worker's cooperatives, Building societies.

Unit V - Elements Of Insurance: Meaning and Definition-causes of Business- Risks, Insurance of Business Risks.

Unit V - Marketing & Financial Functions: The marketing concept, product planning, choice of channels of distribution, Advertising and salesmanship. Financial Objectives and scope, Estimation of financial requirements long term, Medium term, short term, different types and forms of mergers, takeovers, acquisition, Business Finance, sources of finance-Security Market, Money Market, Study of Stock Exchange & SEBI.

Reference Books:

1. Y.K. Bhushan (2013), Fundamentals of Business Organization and Management, Sultan Chand and Sons.
2. Rajendra P Maheswari & Mahajan (2012), Business Organization, International Book House.
3. R.C. Bhatia (2011), Business Organization, Ane Books, New Delhi
4. Tulsian (2002), Business Organization and Management, Pearson India
5. Sherlekar (1990), Modern Business Organization and Management (5th), Himalaya Publishing House Pvt Ltd, Mumbai

17BB2003 BUSINESS COMMUNICATION

Credits 4:0:0

Course Objective: To enable the students to learn the nuances of good communication.

This course aims to:

- Empower the students with effective communication skills
- Impart the essentials of business correspondences
- Explain the various role of technology in modern communication

Course Outcomes: On successful completion of this course, the students should have

- Understood the various communication methodology in Business World
- Familiarized and practiced the various methods for business applications
- Executed the art of writing business letters
- Equipped the students with good oral communication
- Enabled the students with good and effective power point presentation and report writing
- Understood the usage of modern technology in Business communication

Unit I - Essentials Of Business Communication: What is Business Communication? - Essential and importance of Business Communication -communication process - Communication Barriers.

Unit II - Forms Of Communication: Methods and forms of Communication - Oral and Written forms of Communication- Merits and Demerits of Oral and Written Communication - Channels of Communication

Unit III - Communication And Correspondence: Communication through Letters - Layout of a letter - Letter Formats - Application for appointment - Reference letters - Appointment letters - Orders - Enquiry letters - Offers and Quotations - Execution of orders - Cancellation of orders-adjustment and settlement of accounts - letter of complaints-collection letters. Letter to the agency - status enquiry - bank correspondence - letters related to export and import - correspondence with Government Department and public bodies - Tenders - Insurance letters - Letters to the Editor. Correspondence of company secretary with shareholders and directors.

Unit IV - Report Writing: Report Writing – Style and content. - reports by individuals - report of committee – secretarial reports - reports of executive heads, officers of company - sales - production reports- press reports. Minutes of the meeting – Agenda - Annual Report.

Unit V - Role Of Technology In Communication: Online and other Modern Communication, tools, techniques Role of technology in Communication, its benefits and Demerits.

Reference Books:

1. Rajendra Pal Korahill.(2012). Essentials of Business Communication, Sultan Chand & Sons, New Delhi.
2. Shaliniveram. (2014). Business Communication: Essential strategies for 21st century managers, S.Chand Publishing
3. Courtland L. Bovee. (2011). Business Communications Essentials, Palgrave India.
4. Ramesh, MS, & C. C Pattanshetti (2003), Business Communication, R. Chand & Co, New Delhi.
5. Rodriquez M V (2003), Effective Business Communication Concept, Vikas Publishing Company.

17BB2004 MANAGERIAL ECONOMICS

Credits 4:0:0

Course Objective:

This course aims to:

- Impart students with the principles and concepts of Business Economics
- Introduce the marginal utility of modern business
- Explain the structure of market and Governments intervention in Business

Course Outcome

- To understand the basic economic theory
- To know the market demand and supply for the organization development
- To apply fundamental economic concepts in any business for decision making
- To impart the market structure knowledge to know the world economic systems
- To help to analyse the Marginal concept for the proper decision-making
- To evaluate the organization through different market structure

Unit I - Introduction: Introduction to economics:- Scope of managerial economics-application of economics to business decision making.

Unit II - Demand And Supply: Demand – Elasticity of demand – Supply - Market equilibrium - Demand forecasting

Unit III - Returns And Production: Utility concept - -Law of returns - Diminishing, Increasing, Constant theory. Production –production function –short run law of production –long run law of production

Unit IV - Cost And Revenue: Cost and revenue concepts-short run cost –output relations-long run cost-output relationship-BEP.

Unit V - Market Structure: Market structure: Market structure and pricing-price determination under perfect competition-monopoly-monopolistic competition-duopoly-oligopoly.

Text Books:

1. Craig Petersen ,H., Cris Lewis W., Sudhir K. Jai, Managerial economics, 4th edition, Pearson India Limited.
2. Dwivedi, D.N, Managerial Economics, Vikas publishing house Pvt.Ltd

Reference Books:

1. S.Sankaran (2012), Business Economics, Margham publications
2. Mithani, D.M, Managerial Economics:Theiroy and Practice, Himalaya Publishing House
3. SampathKukherjee, 'Busisness and Managerial Economics (in the global context), New Central Book Agency(P) Ltd
4. DD.Chaturvedi (2015), Businssess Economics, Kitab Mahal

17BB2005 PRINCIPLES OF MARKETING

Credits 3:0:0

Course Objective:

This course aims to:

- Impart with the basic principles of marketing management
- Introduce the life cycle of any product and its strategies
- Elaborate the various pricing strategies adopted by sellers

Course Outcomes:

This course aims to:

After completing this course, the student should be able to:

- Demonstrate various stages of Product life cycle and its strategic impart
- Relate secrets behind pricing of products and services
- Elaborate ways and means of creating “brand” for a given product or service
- Application of marketing concepts in suitable business environment
- Apply the concepts of marketing, to segment and targetthe market
- Acquire the knowledge in application of pricing and branding of product

Unit1 Introduction of Marketing Definition of Marketing - Marketing Management- Marketing concept - meaning Importance of Marketing in developing countries - Functions of Marketing - Marketing environment: various Environmental factors affecting the marketing function.

Unit II - Consumer Behavior: Buyer Behavior - Buying motives - explanation of motivation – Market Segmentation of different bases - Marketing strategy - Market Structure - Definition and types of channel - Channel selection & problems.

Unit III - Product Life Cycle (PLC): The Product-Marketing characteristics -consumer goods-industrial goods- Production policy - Product Life Cycle (PLC) - Product mix - modification & elimination - packing – Developing new Products- strategies.

Unit IV - Pricing: Pricing: Meaning to Buyer & Seller - pricing policies – Objective factors influencing pricing decisions - Competitors action to price changes - multiproduct pricing. Physical Distribution - Management of physical distribution - marketing risks.

Unit V - Branding Decisions: Brand-Brand Image, Brand Identity-Brand Personality -Positioning and leveraging the brands-Brands Equity.

Reference Books:

1. Sherkelar (2010), Marketing Management, Himalaya Publishing House
2. R.S.N Pillai and Bagavathi (2010), Marketing Management, S.Chand and Company
3. RajanSaxena (2015), Marketing Management, McGrawHill
4. Philip Kotler (2010), Marketing Management (13th), Pearson Limited
5. Cundiff and Still (1988), Essentials of Marketing, Prentice Hall India.

17BB2006 FINANCIAL ACCOUNTING

Credits 3:0:0

Course Objective:

This course aims to:

- Explain basic knowledge of Accounting principles and practice
- Impart the way of book keeping
- Input the students with final account preparation

Course Outcomes:

After completing this course, the student should be able to:

- Relate accounting concepts and conventions that are used in Financial Statements
- Execute Double entry book keeping system
- Prepare and mention various books of accounts
- Prepare financial statements in accordance with Generally Accepted Accounting Principles
- Ability to prepare accounts for Depreciation and Bank Reconciliation and to communicate such data effectively to interested parties
- Understand the knowledge of Inventory Accounting

Unit I - Accounting And Book Keeping: Basic Accounting Concepts-Kinds of Accounts - Double Entry Book Keeping - Preparation of Journal and Ledger Accounts - Subsidiary books

Unit II - Trial Balance And Final Accounts: Meaning – Objectives of Trial Balance - Trading Account – Profit and Loss Account – Balance Sheet- Final Accounts of Sole Proprietorship with simple adjustments

Unit III - Rectification Of Errors: Classification of Errors – Location of Errors – Suspense Account – Rectifying Accounting Entries

Unit IV - Bank Reconciliation Statement: Meaning - Objectives – Importance - Causes of Difference - Technique of Preparing Bank Reconciliation Statement

Unit V - Depreciation And Inventory Accounting: Meaning – Objectives – Causes – Features- Methods of recording depreciation – Methods for providing depreciation - Overview of Inventory

Reference Books:

1. Grewal, T.S (2015), Double Entry Book Keeping, Sultan Chand Limited
2. Jain and Narang (2014), Advanced Accountancy, Kalyani Publishers
3. Shukla and Grewal (2014), Introduction to Accountancy, S. Chand and Company
4. Gupta R.L (2013), Advanced Accountancy: Theory, methods and applications, Sultan Chand and Sons
5. S.N.Maheswari (2009), Problems and solutions in advanced accountancy, Vikas Publication House.

17BB2007 BUSINESS LAW

Credits: 4:0:0

Course Objectives:

- The objective of the course is to understand the principles and concepts of law dealing with business.
- To provide students with contemporary knowledge of the fundamental regulatory framework for responsibly run and manage a business.
- To impart current knowledge on the regulations that governs strategic and operational processes in organizations.

Course Outcomes:

- Critically evaluate and deal with various contracts in business.
- Solve practical legal problems that occur in day-to-day business transaction.
- Apply and know various legal forms applicable in business.
- Learn to apply registration procedures and license procedures for starting any business.
- Know the fees details and other contact details regarding legal compliances.
- Motivate the students to go for registration of patent and copyright.

Unit I - Contract Act 1872: Introduction to legal framework of Indian Legal system Nature and Kinds of Contract - Essentials of valid contract – Capacity to Contract - Free consent - Discharge of contract –Remedies for Breach of Contract

Unit II - Special Contracts: Bailment and Pledge – definition – types – duties and rights of bailor and bailee, duties and rights of pawnee and pawnor – differences between bailment and pledge; Indemnity, Guarantee.Contract of Agency – definition, essentials – principal and third parties - creation and termination of agency

Unit III - Sale Of Goods Act 1930: Principles - Conditions and warranties - Transfer of Ownership and Delivery - Rights of unpaid seller. Partnership - Definition and Registration of Partnership, Rights and Duties of Partners, Dissolution of Partnership Firms.

Unit IV - Negotiable Instrument Act 1881: Nature and kinds of Negotiable instruments – Crossing, endorsement, Dishonor of cheque. Shops and Establishment Act ; Definition of Commercial Establishment; Legal Provision on Working hours and leave, Employment of children, young persons and women – Leave policies, Maintenance of registers and records and display of notices.

Unit V - Consumer Protection Act 1986: Introduction – Consumer Protection councils - Consumer Disputes redressed agencies. An overview on Intellectual Properties.

References:

1. Bansal .C.L , (2011), Business and corporate laws, Excel books, New Delhi.
2. Kapoor .N.D.,(2011), Elements of mercantile law, Sulthan Chand and Sons, New Delhi.
3. SangeetKedia. (2016).Company Law: Pooja Law Publishing Co. 17 edition
4. Daniel Albuquerque.(2015). Legal Aspects of Business:Oxford University Press. 2nd Edition
5. Goel P.K. (2010), Business Law for Managers, New Delhi: Biztantra.

Note:

Subjects related to applicable statutes to read with amendments made from time to time.

17BB2008 MANAGEMENT ACCOUNTING

Credits 4:0:0

Course Objectives:

This course aims to:

- Explain basic knowledge of Management accounting concepts
- Impart the preparation of cost sheet
- Input the students to prepare Budgets

Course Outcomes:

After completing this course, the student should be able to:

- Apply the principles of Management Accounting in practice
- Evaluate Marginal costing decisions
- Understand the materials and labour variances that are implemented in the corporate sector
- Make decisions during crucial times by applying Marginal Costing Techniques
- Have a clear understanding on the distinction between Management Accounting and Financial Accounting

- To have a thorough knowledge on the preparation of various types of Budgets needed for the Management to go in the right direction and achieve the goal of the Organisation

Unit I - : Introduction to Management Accounting: Introduction, Meaning of Management accounting, The Role of Management Accounting, Management Accounting Framework, Functions of Management Accounting, Tools of Management Accounting, The Balanced Scorecard, Cost Management System, Value Added Concept, Merits of Management Accounting, Demerits of Management Accounting, Distinction between Management Accounting and Financial Accounting

Unit II - : Understanding Cost: Introduction, Meaning of Cost, Objective of Costing, Methods of Costing, Technique of Costing, Classification of Cost, Elements of Cost, Statement of Cost Sheet

Unit III - : Standard costing: Meaning, Concepts and Objectives, Merits and Demerits of Standard costing, Prerequisite for establishment of standard costing, Efficiency and Activity Ratios, Variance Analysis and Control

Unit IV - Marginal costing: Definition, Assumptions and Uses, Marginal Costing Vs. Absorption Costing, CVP /BEP Analysis, Key factors and Safety Margin, Managerial Decision Making Areas – Product Mix, Make or Buy, Pricing Decisions

Unit V - Budgetary Control: Concepts and Objectives, Merits and Demerits of Budgetary Control, Fixed and Flexible Budget, Cash Budget and master Budget, Zero based Budgeting

Reference Books:

1. Robert Kaplan and Anthony Atkinson (2013), Advanced Management Accounting, , 3rd Edition Pearson Higher Education
2. Ray Garrison, Eric Noreen and Peter Brewer (2014), Managerial Accounting, 13th edition, Tata McGraw Hill Education Pvt. Ltd
3. Khan & Jain , (2009), Management Accounting, Tata McGraw Hill Education Pvt. Ltd
4. S N Maheshwari, Sharad K Maheshwari and Suneel K Maheshwari (2012), A Text Book of Accounting for Management, 3rd Edition, Vikas Publishing Ltd
5. Peter Atrill and Eddie McLaney (2015), Management Accounting for Decision Makers, 8th Edition, Pearson Higher Education

17BB2009 HUMAN RESOURCE MANAGEMENT

Credits 4:0:0

Course Objectives:

This course aims to:

- To impart the students with the fundamentals of human resource management
- To introduce the HRM concepts, policies and strategies in the modern economy
- To explain the basic functions of human resource management

Course Outcomes:

After completing this course, the student should be able to:

- Relate to HRM activities in the corporate world.
- Comprehend the importance of HRM and the recent developments in the field of HRM
- Identify the appropriate HRM functions in organizations
- Understand the use of suitable methods to carry out each of the HRM functions.
- Get a comprehensive idea on the application of HR concepts in corporate set up.

Unit I - Introduction: Introduction to Human Resource Management- Meaning, scope and development of HRM. Objectives of HRM. Functions of HRM. The importance of the human factor. Role of a human resource manager.

Unit II - Human Resource Planning Definition of Human Resource Planning- Forecasting the supply and demand of human resources- Comparing forecasted supply and demand- Taking appropriate action. Importance of Human Resource Planning.

Unit III - Recruitment and Selection: Definition of Recruitment- Purpose and Importance of Recruitment. Sources of Recruitment methods. Job analysis-Job Description and Job Specification. Definition of Selection- Steps in selection procedure.

Unit IV - Performance and Compensation management: Performance appraisal- Definition and purpose. Performance Appraisal methods. Job evaluation- Advantages and perquisites. Introduction to Compensation management- Definition and importance.

Unit V - Employee Relations: Introduction to Employee relations- Need and importance. Definition of Discipline and its purpose. Introduction to grievance handling-Grievance handling process- Steps involved in grievance handling.

Reference Books:

1. Aswathappa, K. (2013).Human Resource Management: Text and Cases. Tata McGraw-Hill Education (India) Private Limited. 7th Edition.
2. Pattanayak, B. (2014), Human Resource Management, PHI Learning Private Limited. 4th Edition.
3. Rao, V.S.P. (2002), Human Resource Management-Text & Cases, Excel Books. 2nd Edition.
4. Dessler, G. & Varkkey, B. (2009), Human Resource Management, Pearson Education India. 11th Edition. Dorling Kindersley (India) Pvt. Limited.
5. Durai, P. (2010), Human Resource Management, Dorling Kindersley (India) Pvt. Limited.

17BB2010 DIRECT TAXATION

Credits 4:0:0

Course Objectives:

This course aims to:

- Impart adequate knowledge on the concepts of Income Tax Levy on various types of Income
- Involve the students to understand the Status on which Income tax is imposed thereon
- Give an analytical exposure on the computation of Income under the different Heads of Income and the Tax levied upon them.

Course Outcomes:

After completing this course, the student should be able to:

- Compute the Taxable Income and relate them with the different Heads of Income
- Assess the Tax Liability of various types of Tax Payers
- Apply the principles on which the Income is Taxable based on the Residential Status and the Incidence of Tax
- Determine the various forms in which Income of various persons can be clubbed
- Understand the tax incidence on companies
- To render services to companies in the area of Taxation according to the Provisions of the Income Tax Act, 1961

Unit I - History & Introduction- Back ground of Income Tax Act, 1961; Meaning of Assessment year, Previous year, Person, Assessee, Income, Gross Total Income, Taxable income and Agricultural Income; Residential Status of an Assessee: - Determination of Residential Status - Incidence of Tax on the basis of Residential Status

Unit II - Computation of Total Income: Determination of Income under the Head Salaries; Profits and Gains of Business and Profession; Income from House Property-Income from Capital Gain-Income from Other Sources

Unit III - Clubbing Of Income Provisions: Income of Other Persons included in Assessee's Total Income; Aggregation of Income and Set Off or Carry Forward of Losses; Various Deductions to be made in Computing Total Income, Rebates and Relief's; Applicable Rates of Taxes and Tax Liability

Unit IV - Taxation of different kinds of persons : Taxation of Individuals including Non-Residents, Hindu Undivided Family, Firms, LLP, Association of Persons, Cooperative Societies, Trusts, Charitable and Religious Institution

Unit V - Classification and Tax Incidence on Companies: Computation of Taxable Income and Assessment of Tax Liability, Dividend Distribution Tax, Minimum Alternate Tax and Other Special Provisions Relating to Companies

Reference Books:

1. Sinhaniya V.K.(2016) : Students guide to Income Tax : Taxman, Delhi.
2. Prasad, Bhagwat : Income Tax Law & Practice; Wiley Publication, New Delhi.
3. Mehrotra H.C.: Income Tax Law & Accounts; SahityaBhavan, Agra.
4. DinkerPagare : Income Tax Law and Practice; Sultan Chand & Sons, New Delhi.
5. Girish Ahuja and Ravi Gupta: Systematic approach to income tax; SahityaBhavan Publication, New Delhi.

17BB2011 RESEARCH METHODOLOGY

Credits 4:0:0

Course Objectives:

This course aims to:

- Impart students with the basics of research
- Understanding the techniques and tools for good research
- Directs to develop Research Methodology

Course Outcomes: After completing this course, the student should be able to:

- Appreciate the basic framework of research work.
- Ingrain the rigor and discipline for the process of good research
- Interpret and analyze the results in the context of the research
- Learn about the research process, including its guiding principles.
- Gain insight into the common procedures, written fundamentals, and basic phases.
- Receive preparation to engage in independent research at the undergraduate level.

Unit I - Research process: Meaning of Research, Objectives(Self Study),Types of Research, criteria of a good research, Research Process Research Problem: Problem definition, selection and techniques in defining a problem

Unit II - Research design & sampling design: Meaning(Self Study), Need and features of a good design,Types of research design, Sampling Design: Need for sampling-Steps in sampling design,criteria of selecting a Sampling Procedure, characteristics of a good sample design, types of sample designs

Unit III - Scaling & data collection: Measurement Scales- bases of scale classification- Important scaling and scale construction techniques, Data Collection: Primary data collection methods, Observation (Self Study) Interviews, Questionnaires and schedules; guidelines for Questionnaire and Schedule construction and successful interviewing; secondary data collection.

Unit IV - Testing of hypothesis: Concepts, procedure for testing hypothesis, T Test , Chi Square, Analysis of variance- one way and two-way Anova

Unit V - Interpretation of data & report writing: Meaning of Interpretation, Importance of Interpretation, Techniques of Interpretation, Precaution of Interpretation, Steps in writing report,layout of the research report-types of report. Training in SPSS software packages.

Reference Books:

1. Kothari, C.R. (2004). Research Methodology: Methods and Techniques. New Age International. Revised edition.
2. Cooper D.R and Schindler P.S. (2008). Business Research Methods. McGraw-Hill. 10th Edition.
3. Chawla, D & Sondhi, N. (2011). Research Methodology: Concepts and Cases in Behavioural Sciences. Vikas Publishing House.
4. Kumar, R. (2014). Research Methodology: A step-by-step guide for beginners. Sage Publications. 4th Edition.
5. Bajpai, N. (2011). Business Research Methods, Pearson Education India.

17BB2012 INDIRECT TAXATION

Credits 4:0:0

Course Objectives:

This course aims to:

- Impart adequate knowledge on the concepts of Indirect Tax Laws
- Involve the students to understand the applicability of the various Taxes Levied by the Government on the goods and services.
- Give an analytical exposure on the computation of various indirect taxes including exemptions and Notifications issued by the Government from time to time.

Course Outcomes:

After completing this course, the student should be able to:

- Compute the Tax Levy imposed upon sale of Goods and Services
- Understand the Scope and Purpose of the various Tax Laws applicable in India
- Apply the concepts of Indirect Tax Laws in the computation of tax levied by the Government
- Have a clear understanding on the Procedures to be adopted by the companies in view of levying tax on the Manufacture of Goods

- Have a good knowledge on availing credit by companies on the value added tax paid on the inputs of capital goods or materials purchased
- Have an overview of the new tax system proposed to be implemented in the near future by the Government.

Unit I - Central Sales Tax: Features, Terms, Registration of a dealer, Procedure of assessment, Filing of returns; Stock Transfer, Branch Transfer, Inter State Sale; Procedures under Central Sales Tax

Unit II - Value Added Tax: Introduction, Definitions, Salient features of State VAT Act; Treatment of Stock & Branch Transfer; Filing of Returns; Accounting & Auditing VAT

Unit III - Customs Law: Basic Concepts, Types of Customs Duty, Valuation, Customs Procedures; Anti-Dumping Duties; Valuation Rules; Import procedures; Export procedures; Baggage; Stores; Warehousing; Demurrage

Unit IV - Central Excise: Meaning, Definitions, Levy and collection, Classification of goods, Valuations, Assessment, CENVAT; Background, Input Tax Credit, Various modes of computation, Procedures to be followed;

Unit V - Service Tax: Nature, Meaning, Service Provider & Service Receiver; Registration Procedure; Negative List, Mega Exemption Notification; Valuation & Computation of service tax liability and point of taxation; Payment of Service Tax; Filing of Returns; Overview of GST

Reference Books:

1. Rahul Chaudhary & Nikhil Chaudhary (2016), Indirect Tax Laws, Mahindra Publishing House
2. Monica Singhania & Vinod K Singhania (2016), Students' Guide to Indirect Tax Laws – University Edition), TAXMANN
3. Yogender Bangar (2016), Comprehensive Guide to Indirect Tax Laws, AadhyaPrakashan Publisher
4. V S Datey (2016), Elements of Indirect Taxes, TAXMANN
5. Nitya Tax Associates (2016), Basics of GST, TAXMANN

17BB2013 COST ACCOUNTING

Credits 4:0:0

Course Objectives:

This course aims to:

- Introduce cost accounting principles and practice
- Impart preparing cost sheet
- Explain preparation of Budgets

Course Outcomes:

After completing this course, the student should be able to:

- Apply cost principles
- Demonstrate analysis of costing
- Understand the necessity for costing in Manufacturing Sectors
- Analyse the Cost-Volume-Profit for any organization to make decisions
- Apply the knowledge gained in the computation of Job and Process Costing
- Understand and distinguish between the Direct and Indirect costs associated in manufacturing of a final product

Unit I - Introduction to Cost Terms & Purposes: Costs and Cost Terminology; Direct Costs and Indirect Costs; Challenges in cost allocation; Factors affecting Direct/Indirect cost classifications; Cost behaviour patterns; Cost Drivers

Unit II - Materials: Direct Materials; Indirect Materials; Purchasing control and Procedure; Methods of Purchasing; Requisitioning for Stores; Perpetual Inventory System; **Labour:** Importance of Labour cost control; Methods of Time-Keeping; Time booking; Normal idle time; Abnormal idle time; Overtime; System of wage payment

Unit III - Cost Volume Profit Analysis: Essentials of CVP Analysis; Contribution Margins; Expressing CVP relationship; CVP Assumptions; Break-Even Point and Target Operating Income; Sensitivity Analysis and Margin of Safety

Unit IV - Job Costing: Evaluation and Implementation; Normal Costing; General Approach to Job Costing; Budgeted Indirect Costs and End-of-Accounting year Adjustments; Underallocated and Overallocated direct costs

Unit V - Process Costing: Characteristics; Advantages; Disadvantages; Principles; Difference between Process Costing and Job Costing; Procedure for Process Costing; Preparation of Process Accounts; Work-In-Process
Note: Distribution of Marks between Problems and Theory shall be 60% and 40%.

Reference Books:

1. Jain and Narang (2015), Cost Accounting, Kalyani Publishers
2. Banerjee H, (2014), Cost Accounting Theory & Practice, PHI Learning
3. M Y Khan & P K Jain (2003), Cost Accounting, Tata McGraw Hill Education Pvt. Ltd
4. DebarshiBattacharya, (2013), Cost & Management Accounting, Pearson
5. Lall Nigam B M & I C Jain (2001), Cost Accounting: Principles & Practice, PHI Learning

17BB2014 FINANCIAL MANAGEMENT

Credits 4:0:0

Objectives:

This course aims;

- To develop an insight on management of finance and resources available
- To focus on importance of crucial topics namely, capital structure, working capital and capital budgeting
- Understand the factors determining working capital

Course Outcomes: After the completion of this course the students should be able to

- Analyze the financial requirements
- Apply cost of raising finance
- Analyze the financial stability with the help of EBIT and EPS analysis
- Demonstrate independent decision-making skills with respect to investment decisions.
- Relate working capital and its determinants in financial decisions
- Demonstrate capital decision making using capital budgeting

UNIT I - An Overview Of Financial Management : Finance and Related Disciplines; Scope; Objectives; Agency Problem; Organisation of Finance Function; Emerging Role of Finance Managers in India; Wealth Maximization criterion- Key decisions of Financial Management.

UNIT II - Time Value of Money, Cost of Capital and Financing Decisions – Introduction to Time Value of Money; Meaning; Techniques; Computation of Present Value and Future value; Importance and Concept of Cost of Capital; Measurement of Specific Costs; Computation of overall cost of capital; Operating, Financial and Combined Leverages; Capital Structure Theories; Net Income Approach, Net Operating Income Approach, Modigliani-Miller Approach, Traditional Approach; EBIT and EPS analysis.

UNIT III - Capital Budgeting : Sources of Funds, Definition of Capital Budgeting; Importance; Process; Factors influencing Capital Budgeting Decisions; Methods of Evaluating Capital Expenditure Procedures – Pay Back Period Method – Accounting Rate of Return Method – Net Present Value Method – Present Value Index Method – Internal Rate of Return Method

UNIT IV - Dividend Policy, Bonus & Rights Issue : Dividend Theories; Walter's Model; Gordon's Model; Modigliani-Miller Hypothesis; Determinants of Dividend Policy; Stability of Dividends; Forms of Dividends; Bonus Shares; Stock Split; Rights Issue

UNIT V - Working Capital Management : An overview; Meaning of Working Capital; Concept; Types; Need; Importance of Working Capital; Dangers of excess Working Capital; Disadvantages of excessive and inadequate Working Capital; Factors determining Working Capital needs; Sources of Working Capital; Determining the Working Capital Financing Mix; Estimating Working Capital Requirements; Methods of Calculating Working Capital Requirements

References:

1. Khan MY and Jain PK, (2011), "Financial Management -Text, Problems and Cases", Tata McGraw-Hill Education Pvt. Ltd, 6th edition, ISBN 10: 007106785X / ISBN 13: 9780071067850
2. Prasanna Chandra, (2011), "Financial Management", Tata McGraw-Hill Education, ISBN, 0071078401, 9780071078405.
3. I.M.Pandey, (2010), "Financial Management", VIKAS PUBLISHING HOUSE PVT. LTD.-NOIDA, 11th edition
4. Braily Meyers (2011), Principles of Corporate Finance, McGraw Hill, 10th edition, ISBN 978-0-07-353073-4

5. Besley, Brigham, Parasuraman (2016), "Corporate Finance", Cengage Learning, ISBN13:978-81-315-3135-8

17BB2015 ORGANISATIONAL BEHAVIOR

Credits 4:0:0

Course Objectives:

This course aims to:

- To inculcate the students with fundamental knowledge on organisational behaviour
- To familiarise the students with the application of human psychology in organizational settings.
- To enhance the students regarding individual and organisational behaviour.

Course Outcomes:

After completing this course, the student should be able to:

- Understand the influence of human behavioral patterns in the context of an organisation.
- Get an overview on organizational psychology.
- Know about personality traits and motivation and also its influence in the work setting.
- Get a comprehensive idea on leadership and group dynamics.
- Relate to organizational culture and climate in the corporate world.

Unit I - Introduction to OB: Introduction to Organisation Behaviour- Definition. Importance of OB in the field of management. Factors influencing Organisation behaviour. Inter-disciplinary approaches to OB. Scope and role of managers in OB.

Unit II – Personality: Personality- Introduction and Importance. Determinants of personality. Theories on personality and its influence on OB. Personality Development-its application. Emotional Intelligence- Definition and importance.

Unit III - Motivation and Leadership: Motivation- Definition. Importance of motivation in management. Motivation theories. Effects of motivation on work behavior and employees in an organisation. Leadership- Definition. Roles and functions of a leader. Leadership styles.

Unit IV - Group Dynamics: Groups- Meaning. Groups in organizations- characteristics. Meaning of group dynamics. Group norms-Group Behaviour - Group cohesiveness. Stages of group formation. Group decision making- Stages.

Unit V - Organizational Culture: Introduction to Organizational culture & organizational climate- Definition, scope and importance. Organizational Conflict-Definition and nature. Organizational Development - Characteristics and functions. Organisational behavior in the global context.

Reference Books:

1. Robbins, S.P. & Judge, T.A. (2015), Organizational behaviour, Pearson Education. 16th Edition.
2. Parikh, M. & Gupta, R. (2010), Organisational Behaviour, Tata McGraw-Hill Education.
3. McShane, S.L., Glinow, M.A.V & Sharma, R.R. (2011), Organizational Behaviour- Emerging knowledge and practice for the real world. 5th Edition.
4. Robbins, Judge, T.A. & Sanghi, S. (2010), Essentials of Organizational Behavior, Pearson Education India. 10th Edition.
5. Griffin, R.W & Moorhead, G. (2013), Organizational Behavior: Managing People and Organizations, Cengage Learning, 11th Edition.

17BB2016 OFFICE MANAGEMENT

Credits 3:0:0

Course Objectives: This course aims to:

- Provide an understanding of the management of office
- gives an insight about the communication
- ingrain practice of drafting official mails and business letters

Course Outcomes: After completing this course, the student should be able to:

- Understand the basics of office.
- demonstrate the importance of communication
- develops skills in office systems and procedures
- appreciate the organized way of functioning in office
- gain insight into systems and procedures.
- First hand knowledge about office environment

Unit I - Office Management and organization: Basic concepts of office – Importance – Functions – size of the office – office management – relations with other departments – scientific office management – office manager - principles of office organization – types / systems of organization – charts – centralization Vs. decentralization.

Unit II - Office Environment & Communication: Office location – characteristics / Qualities of office building – Environment – Physical – hazards in office safety – security – secrecy – communication – meaning – essential features – classification – barriers to communication.

Unit III - Office correspondence & Record management: Centralized Vs Departmental correspondence – departmental typing and typing pools – classification of records – principles of record keeping – filing – methods.

Unit IV - Office systems & Procedures: Systems – procedure – Advantages – Characteristics of sound office system & procedures – work simplification – principles – kinds of reports.

Unit V - Office Personnel relations: Personnel management – definitions – functions – office committees – employee morale – productivity – Employee welfare – grievances – work measurement – control of office work.

Reference Books:

1. Balachandran.V, Chandrasekaran.V.(2009). Office management. TataMcGraw – Hill Education Private Limited
2. S.P Arora . (2009). Office organization And Management. Vikas publishing House Pvt Limited
3. Prasanta.K.Ghosh.(2010).Office Management . Sultan Chand & Sons.
4. Dr.Chopra R.K., Priyanka Gauri. (2015).Office Management. Himalaya Publishing House, 17th Edition.
5. R.C.Bhatia. (2005).Principles of Office Management.New Delhi: Lotus Press publishers.

17BB2017 PRODUCTION AND MATERIALS MANAGEMENT

Credits 4:0:0

Course Objectives: This course aims to:

- Provide an understanding of the basic concepts of production management
- give an insight about the materials management and
- Provide an overview of the inventory concepts

Course Outcomes: After completing this course, the student should be able to:

- Apply the basics of production in management.
- Demonstrate the importance and relevance of inventory across the globe; and
- Understand materials and machine handling in a manufacturing set up.
- Identify how a production line can be run efficiently
- Calculate economic order quantity for various components
- Apply techniques applicable to the operations of a variety of business organization.

Unit I - Operations Management – Meaning – Importance– System view of OM – Operation Strategy and Competitiveness – Functions of OM – Types of Production Systems, Differences between Services and Goods.

Unit II - Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative Methods. Plant Location Factors – Location Decision – Facilities Requirements – Plant Layout – Types – Plant Layout Procedures – Approaches -Production Planning and Control – Functions– Material Requirement Planning (MRP) – Bill of Materials (BOM).

Unit III - Materials Management – Functions – Material Planning and Budgeting – Value Analysis – Purchase Functions and Procedure – Inventory Control – Types of Inventory – Safety Stock – Re-order Point – EOQ– JIT – KANBAN. Total Quality Management (TQM) Concept –Quality Movement – Quality Circles - Quality Certifications– Quality Assurance – Six Sigma Concept.

Unit IV - Purchasing Cycle – Material Handling – Vendor Rating – Contract Management - Legal Aspects of Buying – Spare Parts Management – Material Requirement Planning – Capacity Management

Unit V - Product and Process – Incoming Material Quality – Just In Time Manufacturing -Cost Effectiveness – Performance Management – Materials Management Information System – Stores Management

Reference Books:

1. Pannarselvam R. (2012).Production and Operations Management. Third Edition. Prentice Hall India
2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano. (2010). Operations and Supply Management.12th Edition. Tata McGraw Hill

3. Aswathappa K and Sridhara Bhat K. (2014). Production Management and Operations Management. Himalaya Publishing House
4. Chary S. N. (2008). Production and Operations Management. Third Edition. Tata McGraw Hill
5. Elwood S Buffa and Rakesh K Sarin. (2009). Modern Production and Operations Management. John Wiley & Sons

17BB2018 PRINCIPLES OF INSURANCE

Credits 4:0:0

Course Objectives:

This course aims to:

- To impart required knowledge and understanding Risk management
- To understand the types of risk and process of mitigation of risk
- To gain insight on the structure of Indian insurance and the regulations of insurance business

Course Outcomes:

After completing this course, the student should be able to:

- Apply the fundamental insurance concepts
- Analyze types of Life
- Analyze types of General insurance policies in vogue
- Demonstrate the utility of insurance as against specific risks
- Relate the implications of insurance & regulatory authorities
- Illustrate the players in insurance sector and their role

UNIT I : Introduction to Insurance: The Conceptual Framework ; What Is Insurance – Brief History of Insurance – Perils and Risks – Classification of Risks- Hazards – How Insurance Works – Classes of Insurance – Assumptions – Importance of Insurance Industry. The Business of Insurance; Managing Risk Retention – Life Insurance – Managing Insurance – Funds of An Insurer – Trustee- Reinsurance – Role of Insurance in Economic Development – Insurance and Social Security

UNIT II :The Insurance Contract&Insurance Products : Utmost Good Faith or *Uberrima Fides* – Insurable Interest – Insurer's Insurable Interest – Criminal Acts – Indemnity – Subrogation and Contribution – Proximate Cause – Personal and Non-Personal Contracts; Insurance Products – Life Insurance Products, Non-Life Insurance – Fire – Loss of Profits – Marine – Marine Cargo – Marine Hull – Motor – Miscellaneous – Personal Accident – Health – Liability – Engineering – Aviation Etc

UNIT III :Insurance Terminology : Life Insurance: First Premium – Renewal – Mode – Limited Payment – Policies – Single Premium – Convertible – Days of Grace – Lapse – Paid Up Policy – Revival – Deferment Period – Nomination – Assignment – Bonus – With Profit – Participating – Non-Participating or Without Profit – Surrender Value ; Non-Life Insurance: Market Agreements – Cover Notes – Certificates of Insurance – Open Policy – Floater – Excess – Franchise – Claims – Salvage – Coinsurance – Loss – Total Loss – Actual or Constructive Loss – Bonus – Malus – Replacement – Valued Policy – Agreed Value – Full Value – First Loss – Increased Value – Insurance Time or Institute Cargo Clauses – Solatium Fund – Hit and Run Cases – Arbitration

UNIT IV :The Insurance Market : Life and Non-Life Insurers – Reinsurers – Individual and Corporate Agents – Brokers – Surveyors – Medical Examiners – Third Party Administrators – Regulator IRDA – Insurance Councils – Ombudsmen – Educational Institutes – Councils – Tariff Advisory Committee

UNIT V : Regulations and The Insurance Customer : The Insurance Act, 1938 – Insurance Regulatory and Development Act, 1999 – Life Insurance Corporation Act, 1956 – General Insurance Business (Nationalization) Act, 1972 – Consumer Protection Act, 1986 (COPA) – Income Tax Act – Other Laws; The Insurance Customer – Customers Are Different – Different Mind Sets, Their Satisfactions – Ethical Behavior – Risk Management – Avoidance or Prevention – Reduction – Retention – Transfer – The Techniques, Separation – Duplication Diversification – Retention and The Individual

Reference Books:

1. Harrington. Scot. E Gregory. R. Nichans, Risk management and insurance ,mc graw hill International ,1999
2. Insurance Institute of India materials
3. Gupta P.K, Insurance and Risk Management, Himalaya publishing house, Mumbai 2004
4. Khan M Y, Indian Financial System, 4th ed., Tata McGraw Hill.
5. Gupta P K , (2010) , Principles of Insurance, Himalaya Publishing house

16BB2019 INVESTMENT MANAGEMENT

Credits 4:0:0

Course Objectives: This course aims to:

- Provide an understanding of the basic concepts of investment management
- Give an insight about the different forms of investment; and
- Provide an overview of the shares.

Course Outcomes: After completing this course, the student should be able to:

- Distinguish the various investment avenues
- Relate the basics of investment principles
- Develop the skill in developing investment portfolios
- Demonstrate the relevance of security analysis and portfolio management
- Apply knowledge in constructing and analyzing a portfolio
- Demonstrate between investment risk and return

UNIT I - Investment & Securities Market: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process; Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives; Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges.

UNIT II - Risk and Return Concepts & Valuation of Securities: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets ; Valuation of securities: Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration; Preference Shares- Concept, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models.

UNIT III - Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis. Company Analysis- Financial Statement Analysis, Ratio Analysis. Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory. Charts- Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators. (Problems in company analysis & Technical analysis) Market Efficiency and Behavioural Finance: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Behavioural Finance – Interpretation, Biases and critiques

UNIT IV - Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Beta Measurement and Sharpe Single Index Model Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM

UNIT V - Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Mutual Funds:, Mutual Fund types, Performance of Mutual Funds-NAV. Performance evaluation of Managed Portfolios- Treynor, Sharpe and Jensen Measures

Reference Books:

1. Prasanna Chandra., (2012), 'Investment Analysis and Portfolio Management', Tata McGraw Hill., ISBN 10: 1259005992 ISBN 13: 9781259005992., 4th edition
2. Preethi Singh, (2012), 'Portfolio Management', Himalaya Publication House Ltd., ISBN-10: 9350978547, ISBN-13: 978-9350978542
3. Bhalla. V.K. (2008), "Investment Management: Security Analysis and Portfolio Management", Sultan Chand & Co. Ltd, New Delhi, ISBN 9788121912488
4. Fischer, Donald E. and Ronald J. Jordan, (1995), Security Analysis and Portfolio Management, Pearson Education, New Delhi, 6th edition, ISBN-13: 978-0131572560
5. Avadhani V A (2014), "Investment Management", Himalaya Publishing House Pvt. Ltd., ISBN 13: 9789350248720

17BB2020 PROJECT MANAGEMENT

Credits 4:0:0

Course Objectives:

This course aims to:

- Impart adequate knowledge on the concepts of Project Management
- Involve the students to understand the various categories of Projects and their Implementation.
- Give an exposure on the Direction of the Project and the Project Work system in various fields of the organization.

Course Outcomes:

After completing this course, the student should be able to:

- Spell out the procedure in forming a Project and how to apply the tools and techniques of a Project Management
- To apply project management principles in business situations
- to optimize resource utilization and
- To ensure time optimization.
- Design a working system and also to prepare a Project Execution Plan
- Involve the Financing and Human Resource components while preparing a Project Implementation Schedule and to give a proper direction for effective completion of the Project.

Unit I - Introduction To Project Management: Project Management – Definition – Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.

Unit II - : Planning And Budgeting: The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

Unit III - : Scheduling & Resource Allocation: PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt's Critical Chain.

Unit IV - Control and Completion: The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.

Unit V - Project Organization and Conflict Management: Formal Organization Structure – Organization Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.

Reference Books:

1. S K Hajra Chaudhary (2014), Project Management, McGraw-Hill Publishing Co. Ltd., New Delhi
2. Prasanna Chandra (2014), Projects: Planning, Analysis, Selection, Financing, Implementation and Review McGraw-Hill Higher Education, New Delhi
3. Jeffrey Liker (2004), The Toyota Way, McGraw-Hill Higher Education, New Delhi
4. Clifford F Grey and Erik W Larson (2005), Project Management: The Managerial Process, McGraw-Hill Higher Education, New Delhi.
5. Nagarajan. K (2017), Project Management , New Age International, ISBN:97893-86286-02-4

17BB2021 ENTREPRENEURIAL DEVELOPMENT

Credits 4:0:0

Course Objectives: This course aims to:

- To develop entrepreneurial skills that may contribute to the success of the student's practical learning experience.
- To investigate the types of resources and sources that may be used to evaluate and plan an entrepreneurial venture.
- To develop a venture plan that can be used as a planning tool for a specific potential opportunity and idea

Course Outcomes:

After completing this course, the student should be able to:

- Able to draft a business plan
- have understood EDP and Project management
- appreciate the Institutional support to entrepreneurial development

- To explore the career choices available to the entrepreneur / intrapreneur.
- Gain knowledge and skill to run a business
- Develop insight into start ups.

Unit I - Entrepreneurial Competence: Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

Unit II - Entrepreneurial Environment: Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.

Unit III - : Business Plan Preparation: Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

Unit IV - Role Of Institutions: TIIIC, DIC, SISI, SIDCO, SIPCOT, MSMEs, Tax Subsidies and Incentives. Cases on successful entrepreneurs, case studies Enron & Kingfisher, Strategic decisions of Entrepreneurs in India.

Unit V - Management Of Small Business: Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

Reference Books:

1. Donald F Kuratko, T.V Rao.(2012). Entrepreneurship: A South Asian perspective. Cengage Learning
2. Arya Kumar. (2012). Entrepreneurship. Pearson
3. Sudhir Sharma, Balraj Singh, and Sandeep Singhal. (2005). Entrepreneurship Development. New Delhi: Wisdom Publications
4. Mathew Manimala.(2005). Entrepreneurship Theory at the Crossroads.Paradigms & Praxis.2nd Edition.Biztrantra
5. Hisrich. (2001). Entrepreneurship. New Delhi: Tata McGraw Hill

17BB2022 SERVICES MARKETING

Credits 4:0:0

Course Objective:

This course aims to:

- To orient the students about the evolution and growth of services marketing sector.
- To inculcate the students with knowledge on services marketing and its strategies.
- To understand the current trends in service sector.

Course Outcomes:

After completing this course, the student should be able to:

- Understand the underlying concept of services marketing and its importance.
- Know the difference between goods and services.
- Identify and understand the process involved in services marketing.
- Identify the role of services in building businesses.
- Attained a comprehensive idea on the service marketing environment in India and global context
- Recognize the changing scenario in services sector.

Unit I - MARKETING SERVICES Introduction – meaning – objectives – importance and growth of the service sector. Characteristics of Service – Classification of service – Designing of the service, blueprinting, using technology developing, human resources, building service aspirations.

Unit II - MARKETING MIX IN SERVICE MARKETING: The Seven Ps: Product decision, Pricing, Strategies and tactics, Promotion of service and placing of distribution methods for services. Additional dimension in services marketing – People, physical evidence and process.

Unit III - Service Quality: Internal marketing of Services – External versus Internal orientation of service strategy. Delivering quality service – Quality gaps. The customer expectations versus perceived service gap. Factors and Techniques to resolve this gap Customer Relationship Management. Gaps in Services – Quality standards, factors and solutions – The service performance gap – Key factors and strategies for closing the gap.

Unit IV - Effective Management Of Service Marketing: External communication to the customers – quality service - promise versus delivery gap – Developing appropriate and effective communication about service quality.

Unit V - Service Industries & Role Of Technology Managing services - Financial Services - Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services. Role of technology in services in marketing.

Reference Books:

1. Adrian Palmer (2014), Principles of Services Marketing, McGraw-Hill Education.
2. NimitChowdhary& Monika Chowdhary (2005), Textbook of Marketing of Services:The Indian Experience, Macmillan Publishers India Limited.
3. RajendraNargundkar (2004), Services Marketing – Text and cases, Tata Megar Hills.
4. Christopher Lovelock, JochenJayanta Chatterjee (2007), Services Marketing – People, Technology and Strategy, Pearson Education.

17BB2023 MANAGEMENT INFORMATION SYSTEM

Credits 4:0:0

Course Objectives: This course aims to:

- Enable the students to acquire knowledge of MIS;
- To impart knowledge about the application of MIS; and
- To facilitate understanding about the application of MIS in decision making

Course Outcomes:

On successful completion of this course, the students should have understood

- Computer based information system
- MIS support for the functions of management
- Database management system
- Identify and use appropriate analytical tools to evaluate solution alternatives to an information based problem
- Develop computer based application to meet a user need in an organizational context
- Demonstrate understanding of system administration in an organizational context

Unit I - Information Systems: An Overview: Introduction to Information Systems - definition - features - steps in implementation of MIS - Need for information-information system for decision making- MIS as competitive advantages – MIS structures.

Unit II - Database Management Systems: MIS - Strategic information system - MIS support for planning - organizing - controlling - MIS for specific functions - personnel, finance, marketing, inventory and production. Data Base Management System Models - hierarchical -network – relational.

Unit III - Computers: The Machines Behind Computing: Computer Hardware - Description of electronic computers – CPU operations - Classification of computers - main - mini - workstations - microcomputers - Super computers - personal computers. Computer Software - types of software - data representation in computers. Introduction to client-server.

Unit IV - Input And Output Devices: Input devices - mouse - touch screens - MICR - OCR - keyboard - pen based Input - digital scanners - voice input devices - sensors. Output devices - impact printers - non-impact printers - video display terminals - plotters - voice output devices. Secondary storage devices - magnetic disk, floppy, magnetic tape, optical disk storage – CD-ROM.

Unit V - Data Communication – Internet: Telecommunication revolution - Introduction to Email, internet, intranet and teleconferencing, www architecture, Introduction to E-Commerce - models B_B and B_C. EDI - EDI applications in business. Electronic payment cash, smart cards, and credit cards.

Reference Books:

1. Kenneth.C.Laudon& Jane Price Laudon. (2015). Management Information system - Managing the Digital Firm. Pearson Education, Fourteenth Revised Edition
2. James O Brein. (2012). Management Information Systems.Tata McGraw Hill. Eighth Edition
3. R. Kelly Rainer, Hugh J. Watson, Brad Prince. (2013). Management Information Systems - Moving Business Forward. WileyPLUS. Second Edition
4. Ralph M Stair & George W Reynolds.(2013). Principles of Information Systems - A Managerial Approach.Thomson Learning,Second Edition
5. Jawadekar W S.(2013). Management Information System.Tata McGraw Hill. Second Revised Edition

17BB2024 PRINCIPLES OF ADVERTISING

Credits 4:0:0

Course Objectives:

This course aims to:

- To familiarize the students with basic principles of advertising.
- To introduce the role of media in advertising.
- To explain the essentials of advertising in basic needs of advertising to cater the needs of marketing.

Course Outcomes:

After completing this course, the student should be able to:

- Understand the evolution of advertising and its growth
- Know the current trends in advertising
- Express the role of various media in advertising
- Know the impact of advertising in lifestyle of consumers
- Identify and understand the use of advertising in marketing organizations
- Acknowledge advertising as an important function.

Unit I – Advertising: Advertising-Meaning- Definition, nature and evolution. Functions and role of advertising.

Unit II - : Advertising in Marketing Mix: Types of advertising - Place of advertising in marketing mix, AIDA model- Steps in development of advertising (Creative process of advertising.)

Unit III - : Forms of Advertising: Forms of media-press Newspaper trade journal-Magazines-outdoor advertising-poster-banners - neon signs, publicity literature booklets, folders, house organs-direct mail advertising-cinema and theatre programme-radio and television advertising-exhibition-trade fair-transportation advertising. Merits and demerits of media

Unit IV - Agencies and Layout Advertising agencies-advertising budget-advertising appeals - advertising organisation-social effects of advertising-advertising copy - objectives-essentials - types-elements of copy writing: Headlines, body copy - illustration-catch phrases and slogans-identification marks.Advertising layout-functions-design of layout

Unit V - Advertising Ethics and Measuring Effectiveness: Advertising Ethics, Internet and E-mail advertising. Measuring advertising effectiveness.

Role of technology in Advertising

Reference Books:

1. Padhy, M.K. (2011), Advertising management: Theory and practice, Laxmi Publications.
2. Kaser, K. (2012), Advertising and Sales promotion, Cengage Learning.
3. Ogilvy, D (2013), Ogilvy on Advertising, Knopf Doubleday Publishing Group.
4. Wells, W (2008), Advertising: Principles and practice, Pearson Education India. 7th Edition.
5. Kazmi, S.H.H &Batra, S.K. (2009), Advertising and Sales promotion, Excel Books India.

16BB2025 INTERNET AND E-COMMERCE

Credits 4:0:0

Course Objectives: This course aims to:

- Provide an understanding of the basic concepts of e-commerce
- give an insight about the internet; and
- Provide an overview of the e-commerce support activities.

[Course Outcomes: After completing this course, the student should be able to:

- Apply the basics of e-commerce in the online business.
- demonstrate the importance and relevance of internet across the globe; and
- Display the services rendered through IT enabled business.
- Understand the concept of security and payment system
- Appreciate the e-commerce development
- Able to better use social network for online business

Unit I - : Introduction to E-Commerce: E-commerce: The revolution is just beginning, E-commerce: A Brief History, Understanding E-commerce: organizing Themes.

Unit II - : Introduction to E-commerce: Business models and concepts: E-commerce Business Models, Major Business to Consumer (B2C) business models, Major Business to Business (B2B) business models, business: strategy, structure and process, The Internet: Technology Background, The Internet Today, Internet II- The Future Infrastructure, The World Wide Web, The Internet and the Web: Features.

Unit III - : Security and payment: The e-commerce security environment, Security threats in the e-commerce environment, Technology solution, Management policies, Business procedures, and public laws, Payment system, E-commerce payment system, Electronic billing presentment and payment.

Unit IV - E-commerce marketing concepts, Online retailing and services: Consumer online: The Internet Audience and Consumer Behaviour, Basic Marketing Concepts, Internet Marketing Technologies, B2C and B2B E-commerce marketing and business strategies, The Retail sector, Analyzing the viability of online firms, E-commerce in action: E-tailing Business Models, Common Themes in online retailing, The service sector: offline and online, Online financial services, Online Travel Services, Online career services.

Unit V - Social networks, auctions, and portals: Social networks and online communities, Online auctions, E-commerce portals

Reference Books:

1. Kenneth C. Laudon.(2008). E-Commerce: Business, Technology, Society.4th Edition.Pearson
2. S. J. Joseph. (2008). E-Commerce: an Indian perspective. Third edition.Eastern Economy Edition PHI
3. Mark Norris, Steve West.(2001). eBusiness Essentials.2nd Edition. , John Wiley & Sons
4. e-Business& e-Commerce for Managers by Harvey M. Deitel, Paul J. Deitel. (2001). Prentice Hall
5. Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe. (2007).Information Technology for Management – Transforming Organizations in the digital Economy. Sixth Edition. Wiley

17BC2001 PRINCIPLES OF ACCOUNTANCY

Credits: 4:0:0

Course Objectives: To enable the students to learn principles and concepts of Accountancy.

This course aims to:

- Analyze the financial statement for decision making
- Get insight in compiling, organizing and presenting accounting data
- Explain the accounting standards

Course Outcomes:

After completing this course, the student should be able to:

- Maintain books of Accounts and demonstrate an understanding of the fundamentals of accounting theory
- Demonstrate knowledge of each step in the accounting cycle
- Relate accounting concepts that are used in financial statements
- Support at a basic level the recording and reporting of financial information for business
- Critically evaluate financial statement Information
- Recognize and understand ethical issues related to the accounting profession

UNIT I - Introduction to Accounting: Introduction- Evolution - Foundations Development -Measurement and Valuation system Basic Framework - Conceptual Basis -Accounting Policies-Objectives – Purposes of Accounting Information – Accounting and Management Control – Users of Accounting Information – Branches of Accounting – Overview of Accounting Standard

UNIT II - Book Keeping: Accounting Records - Balance Sheet Equation and Accounts - Recording of Transactions – Classifications of Accounts – Rules for Debit and Credit – The Journal – Subsidiary Books- Ledger Accounts – Posting of Transactions – Adjustments – Trail Balance and Work sheet

UNIT III - Single Entry System: Meaning – Features-Disadvantages - Ascertainment of Profit - Statement of affairs method - Conversion method

UNIT IV - Bank Reconciliation Statementand Rectification Of Errors Meaning - Objectives - Causes of Difference –Techniques of preparing Bank Reconciliation Statement - Classification of Errors – Location of Errors – Suspense Account – Rectifying Accounting Entries

UNIT V - Depreciation Accounting: Concept - Causes - Features- Objectives - Methods of recording depreciation - Methods for providing depreciation - Straight line method - Reducing Balance method -Annuity method, Sinking fund method- Depreciation of Different Assets -Depreciation on Replacement Cost

Reference Books:

1. N.Ramachandran, Ram Kumar Kakani, Financial Accounting for Management, (2011), Mc Graw Hill Education
2. T.S.Grewal, Introduction to Accountancy, (2009), S.Chand& Company Ltd.,
3. R.L.Gupta, V.K.Gupta, M.C.Shukla, Financial Accounting, 3rd edition, (2014), Sultanchand& sons
4. P.C.Tulsian, Advanced Accountancy, 1st edition, (2004), Tata McGraw Hill

5. A.Mukherjee, M.Hanif, Modern Accountancy, 2nd Edition (2012), Tata McGraw Hill

17BC2002 BUSINESS ORGANISATION AND OFFICE MANAGEMENT

Credits 4:0:0

Course Objectives:

This course aims to:

- Explain principles and concepts of Business
- Explain the various sources of finance in business
- Have insight in business office arrangements

Course Outcomes:

After completing this course, the student should be able to:

- Relate Nature and types of business organizations and Process of decision-making.
- Apply the formalities to set up a new business
- Execute a blue print of an office
- Ability to support management in office administration
- Knowledge on stock exchange and its functions
- Implementation of Data processing in office management

Unit I - Forms of Business Organisation: Nature and scope of Business, Forms of business organization, Companies and Co-operative Societies, Public Enterprise, Location of Business, Factors influencing location,

Unit II - Sources Of Finance: Sources of Finance – Shares, Debentures, Public Deposits, Bank Credits and Trade Credits – Relative Merits and Demerits

Unit III - Stock Exchange: Stock Exchange - Functions – Procedure of Trading – Functions of SEBI – DEMAT of shares- Trade Association-Chamber of Commerce.

Unit IV - Office Management: Office – Its functions and significance – Office layout and office accommodation – Filing and Indexing, Office machines and equipments

Unit V - Data Processing Systems: Data Processing Systems – EDP –Uses and Limitations – Office Furniture

Reference Books

1. Y.K.Bhushan, Business Organisation and Management, 19th edition, 2003, Sultanchand & sons
2. Saksena, Business Administration and Management (2007), Sahitya Bhawan Publications
3. Singh.B.P & Chopra, Business Organisation and Management, Dhanpat Rai & sons
4. Shukla, Business Organisation and Management (2008), S.Chand & Company Ltd.,
5. R.K.Chopra, Office Management, Himalaya Publishing House

17BC2003 PRINCIPLES OF MICRO ECONOMICS

Credits: 4:0:0

Course Objectives:

This course aims to:

- Explain the basic tools and methods of economic analysis.
- Know the market conditions of the economy
- Explain the cost and revenue concepts

Course Outcomes:

After completing this course, the student should be able to:

- Define the basic concepts in economics and the nature of economic problem.
- Relate the concepts, methodology and the behaviour of the economic agents as a consumer and a producer.
- Demonstrate the micro economic theories.
- Understand that production is a function of land, labour, capital and organisation and the concepts like fixed cost, variable cost, average cost, and marginal cost
- Describe how the conditions of perfectly and imperfectly competitive markets influence pricing and output decisions for the firm and to examine the market structures of monopolistic competition and oligopoly
- Implement strategies based on market condition

Unit I – Introduction: Definition and Scope of Economics –Micro and Macro approach –Basic concepts of economics –Theory of Consumer Behaviour -Cardinal approach to consumer equilibrium- Economic laws - Law of diminishing marginal utility -The law of Equi- marginal utility.

Indifference curve analysis: What is an indifference curve? - The Budget line or Iso-expenditure line - Consumers' equilibrium.

Unit II - Demand Analysis: Demand - Meaning - Types of Demand - Determinants of Demand - Demand Function - Law of Demand - Demand Schedule and Demand Curve - Exceptions to the Law of Demand.

Elasticity of Demand - Introduction - Price Elasticity of Demand - Measurement of Elasticity of Demand - Determinants of Price Elasticity of Demand - Income elasticity of Demand - Degrees of Income Elasticity - Cross Elasticity of Demand - Positive Cross Elasticity - Negative Cross Elasticity - Advertisement Elasticity of Demand.

Unit III - Production Analysis: Meaning of Production - Factors of Production - Production function - Short-run analysis of Production function - Law of variable proportions - Long-run production function: The case of returns to scale.

Unit IV - Cost and Revenue Analysis: Types of cost - Cost-output function - Short-run cost function - Long-run cost function - Economies of scale: Internal and External - Diseconomies of scale. Revenue - Total Revenue - Average Revenue - Marginal Revenue.

Unit V - Market Structure: The market and criteria for market classification - Equilibrium of a firm - Perfect competition - Monopoly - Duopoly - Monopolistic Competition: Meaning and main features - Oligopoly: Main features - Sweezy's kinky demand model and stickiness of prices.

Reference Books

1. Dr. S. Sankaran Micro Economics 7th Edition, (2012), Margham Publications, Chennai, 2000.
2. H.L. Ahuja Principles of Micro Economics, A New Look at Economic Theory, 21st Edition, (1996) S Chand Company Ltd., New Delhi (1996)
3. Misra and Puri Advanced Micro Economics, (2001), Himalaya Publishing House, Mumbai, 1996.
4. M.L. Jhingan Micro Economic Theory, 7th Edition, (2014) Vrinda Publications Ltd., New Delhi,
5. V. Lokanathan, Principles of Economics, Economic Analysis, (2003) S. Chand & Co., New Delhi.

17BC2004 FINANCIAL ACCOUNTING

Credits 4:0:0

Course Objectives:

This course aims to:

- Explain financial accounting concepts in department and branch
- Explain the different methods of depreciation
- Familiarize the final account preparation, using single entry system

Course Outcomes:

After completing this course, the student should be able to:

- Get the practical applications of accounting
- Demonstrate accounting calculations
- Prepare accounts for Depreciations, Reserves and Hire Purchase Trading Accounts
- Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.
- Effectively define the needs of the various users of accounting data and demonstrate the ability to communicate such data effectively.
- Ability to provide knowledgeable recommendations to stakeholders

UNIT I - Final Accounts: Preparation of Final Accounts - Trading account, profit and loss and balance sheet - statement of change in equity and manufacturing accounts - Preparing basic financial statements - Statements of financial position - Statements of profit or loss and other comprehensive income

UNIT II - Investment and Royalty Accounts: Meaning - Investment Transactions - Columnar Investment Account - Royalty excluding Sublease - Types of Royalties - Mining Royalty - Copyright Royalty - Patent Royalty

UNIT III - Hire Purchase Installment Accounts: Meaning - Hire purchase and installment - Systems of Accounting Records - Books of Hire Vendor - Ascertainment of Profit - Default and Re-Possession

UNIT IV - Consignment and Joint Ventures Accounts: Meaning - Valuation of Unsold Stock - Account Sales - Books of Consignor - Books of Consignee - Joint Venture and Partnership - Joint Venture and Consignment - Accounting Records

UNIT V - Accounts for Joint Stock Companies: Characteristics of Companies - Shares and Share Capital - Debentures and bonds - Issue of securities - par value Shares - Forfeiture of Shares - Issue of Shares - Accounting Records - Legal requirements as to company accounts - Forms and Contents of Balance Sheet and Profit & Loss Account

Reference Books:

1. R.L.Gupta&M.Radhasamy,(2014), Advanced Accountancy, 6th edition, Sultan Chand & sons.
2. S.P.Jain&K.L.Narang, (2014), Advanced Accountancy, 20th edition, Kalyani Publishers
3. M.C.Shukla&T.S.Grewal,(2010), Advanced Accountancy, 18th edition, S.Chand publication.
4. N.Ramachandran, Ram Kumar Kakani, Financial Accounting for Management, (2011), Mc Graw Hill Education
5. S. N Maheswari& S K Maseswari,(2008), Advanced Accountancy, 10th Edition, Vikas Publication

17BC2005 PRINCIPLES OF MARKETING**Credits 3:0:0****Course Objective:**

This course aims to:

- Impart with the basic principles of marketing management
- Introduce the life cycle of any product and its strategies
- Elaborate the various pricing strategies adopted by sellers

Course Outcomes: This course aims to:

After completing this course, the student should be able to:

- Demonstrate various stages of Product life cycle and its strategic impact
- Relate secrets behind pricing of products and services
- Elaborate ways and means of creating “brand” for a given product or service
- Application of marketing concepts in suitable business environment
- Apply the concepts of marketing, to segment and target the market
- Acquire the knowledge in application of pricing and branding of product

Unit1- Introduction of Marketing: Definition of Marketing - Marketing Management- Marketing concept - meaning Importance of Marketing in developing countries - Functions of Marketing - Marketing environment: various Environmental factors affecting the marketing function.

Unit II - Consumer Behavior: Buyer Behavior - Buying motives - explanation of motivation – Market Segmentation of different bases - Marketing strategy - Market Structure - Definition and types of channel - Channel selection & problems.

Unit III - Product Life Cycle (PLC): The Product-Marketing characteristics -consumer goods-industrial goods- Production policy -Product Life Cycle (PLC) - Product mix - modification & elimination - packing – Developing new Products- strategies.

Unit IV - Pricing: Pricing: Meaning to Buyer & Seller - pricing policies – Objective factors influencing pricing decisions - Competitors action to price changes - multiproduct pricing. Physical Distribution - Management of physical distribution - marketing risks.

Unit V - Branding Decisions: Brand-Brand Image, Brand Identity-Brand Personality -Positioning and leveraging the brands-Brands Equity.

Reference Books:

1. Sherkelar (2010), Marketing Management, Himalaya Publishing House
2. R.S.N Pillai and Bagavathi (2010), Marketing Management, S.Chand and Company
3. Rajan Saxena (2015), Marketing Management, McGrawHill
4. Philip Kotler (2010), Marketing Management (13th), Pearson Limited
5. Cundiff and Still (1988), Essentials of Marketing, Prentice Hall India.

17BC2006 MACRO ECONOMICS**Credits 3:0:0****Course Objectives**

This course aims to:

- Explain the macro aggregates
- Expose to various macro- economic aspects of Keynesian economics.
- Introduce the economic environment

Course Outcomes:

After completing this course, the student should be able to:

- Exhibit the skill of the functional relationship between macro aggregates
- Relate the macro-economic aspects in Keynesian and Post- Keynesian economics

- Predict the economic and market behavior
- Understand the forces determining macroeconomic variables such as inflation, unemployment, interest rates, and the exchange rate;
- Define macroeconomic terminology, such as the multiplier, accelerator, the natural level of unemployment, and fiscal policy;
- Understand the causes and effects of inflation and unemployment.

Unit I – Introduction: Introduction to Macroeconomics – What is Macro Economics-Definition of Macroeconomics-Nature and scope of Macroeconomics-Importance of Macroeconomics.

Unit II - : National Income: The circular flow of Income and Goods- Definition and Concepts of National Income –Gross National Product – Net National Product – National Income –Personal Income – Disposable Personal Income-Computation of National Income: Production Method, Expenditure Method, and Income Method-Difficulties in measurement of National Income. Social Accounting.

Unit III - :Theory of Employment: Types of unemployment – General Equilibrium - The Classical Theory of Employment and Equilibrium –J.B.Say’s Law of Markets –Wage cuts for full employment –Involuntary Unemployment. Theory of effective demand – Principle of effective demand –Effective demand –Aggregate Demand- Aggregate Supply.

Unit IV - Consumption and Investment: Meaning of Consumption Function –Average and Marginal Propensity to consume –Factors determining consumption function-Subjective factors –Objective factors .Multiplier –Working of the Multiplier –Importance of the Multiplier Concept. Investment –Types of Investment –Determinants of Investment .Principle of acceleration – What is Acceleration –Significance of Acceleration Principle –Limitations of acceleration Principle.

Unit V - Interest Rate Theories: Rate of Interest –Keynes Liquidity Preference theory and rate of interest. Rate of Interest and General Equilibrium. IS & LM function –Shifting of IS function –Shifting of LM function – Interaction of IS &LM function. Macro Economic Policies and Objectives: Monetary Policy –Fiscal Policy. Philips Curve –Tradeoff and Non –trade off

Reference Books

1. K.R. Gupta, Macro Economics, (2008), Atlantic Publishers
2. Dr. S. Sankaran, Macro Economics, (2004), Margham Publications, Chennai,
3. M.L. Jhingan, Macro Economics, Konark Publishers Pvt. Ltd., New Delhi, 2006.
4. Dr.Cauvery R and Others, Macro Economics,(2004), S. Chand & Company Ltd., New Delhi, 2004.

17BC2007 ADVANCED ACCOUNTING

Credits 4:0:0

Course Objectives:

This course aims to:

- Explain financial accounting concepts in Partnership firms
- Explain the different methods of accounting in the event of Dissolution and Insolvency
- Familiarize the cost control systems

Course Outcomes:

After completing this course, the student should be able to:

- Get the practical applications of Amalgamation of firms
- Demonstrate importance and impact of IFRS standards
- Preparation of Branch Accounting including Foreign Branches
- Prepare and Understand the Accounting Treatment in Departmental Accounts
- Understand and Prepare Accounts for Non-Profit Organisations
- Have a thorough knowledge on the implementation and treatment of IFRS especially in the treatment of Plant and Equipment and Intangible Assets

Unit I - Advanced Issues in Partnership Accounts: Accounting for Partnership – Dissolution of firm, Insolvency, Piecemeal Distribution, sale of firm and Amalgamation of firms; Issues related to Accounting in Limited Liability Partnerships;

Unit II - Departmental Accounts: Introduction; Advantages; Methods of Departmental Accounting; Basis of allocation of common expenditure among different departments; Types of departments; Inter-departmental transfers; Memorandum Stock and Memorandum Mark up Account Method;

Unit III - Accounting for Branches including Foreign Branches: Introduction; Distinction between Branch Accounting and Departmental Accounting; Dependant Branches; Methods of charging goods to branches;

Accounting for Dependant Branches; Accounting for Independent Branches; Adjustment and Reconciliation of Branch and Head Office Accounts; Incorporation of Branch Balance in Head Office Books; Incomplete Information in Branch Books; Accounting for Foreign Branches; Techniques for Foreign Currency Transaction

Unit IV - Accounting of Non-Profit Organizations: Non-Profit entities; Features of non-profit entities; Accounting process; Preparation of summaries; Receipts and Payments Account- meaning and special features; Procedure for preparation; uses and limitations; Income and Expenditure Account- features- procedure for preparation of Balance Sheet

Unit V - Global Financial Reporting: – Reporting and Analysing Merchandising Operations, Inventories, Cash and Internal Control, Receivables, Treatment and Recognition of Property, Plant and Equipment as per IAS 16, Accounting Treatment of Intangible Assets as per IAS 38.

Reference Books

1. R.L.Gupta & M.Radhasamy. (2013). Advanced Accountancy, 13th Edition, Sultan Chand & sons
2. S.P.Jain & K.L.Narang, (2014). Advanced Accountancy, 20th edition, Kalyani Publishers
3. M.C.Shukla & T.S.Grewal, (2010). Advanced Accountancy, 18th Edition, S.Chand
4. S. N Maheswari & S K Maheswari, (2008). Advanced Accountancy, 10th Edition, Vikas Publication
5. B M Lall Nigam & G L Sharma, (2010), Advanced Cost Accounting, PHI Learning

17BC2008 COMMERCIAL LAW

Credits 4:0:0

Course Objectives:

- The objective of the course is to understand the principles and concepts of law dealing with business.
- To provide students with contemporary knowledge of the fundamental regulatory framework for responsibly run and manage a business.
- To impart current knowledge on the regulations that governs strategic and operational processes in organizations.

Course Outcomes:

- Critically evaluate and deal with various contracts in business.
- Solve practical legal problems which occur in day to day business transaction.
- Apply and know various legal forms applicable in business.
- Learn to apply registration procedures and license procedures for starting any business.
- Know the fees details and other contact details regarding legal compliances.
- Motivate the students to go for registration of patent and copyright.

Unit I - Contract Act: Introduction to legal framework of Indian Legal system Nature and Kinds of Contract - Essentials of valid contract – Capacity to Contract - Free consent - Discharge of contract – Remedies for Breach of Contract

Unit II - Special Contracts: Bailment and Pledge – definition – types – duties and rights of bailor and bailee, duties and rights of pawnee and pawnor – differences between bailment and pledge; Indemnity, Guarantee. Contract of Agency – definition, essentials – principal and third parties - creation and termination of agency

Unit III - Sale of Goods Act: Principles - Conditions and warranties - Transfer of Ownership and Delivery - Rights of unpaid seller. Partnership - Definition and Registration of Partnership, Rights and Duties of Partners, Dissolution of Partnership Firms.

Unit IV - Shops and Establishment Act: Shops and Establishment Act ; Definition of Commercial Establishment; Legal Provision on Working hours, Leave, Employment of children, young persons and women – Leave policies, Maintenance of registers and records and display of notices.

Unit V - Consumer Protection Act and Intellectual Property Rights: Rights of Consumers, Consumer Protection Council, Consumer Redressal agencies, Complaint Procedure, Remedies to consumers. Intellectual Property Rights Act: Patents: Who can patent, Compulsory Licensing.

Copyright Protection: Scope, Rights of Copyright Owners, Restriction of Copyrights, Copyright Infringement. Trademark Protection: Class of Goods, Registration Procedure, Effect of Registration, Offences, Penalties.

References:

1. Bansal .C.L, (2011), Business and corporate laws, Excel books, New Delhi.
2. Tulsian, (2007), Business Law, 2nd Edition, (2007), TATA MC Graw Hill, New Delhi.
3. Goel P.K. (2010), Business Law for Managers, New Delhi: Biztantra.
4. Ravinder Kumar.(2016). Legal Aspects of Business: Cengage Learning India Pvt Ltd. Fourth Edition

5. N.D. Kapoor,(2016). Elements of Mercantile Law. New Delhi: Sultan Chand & Sons. 13 Edition

Note:

Subjects related to applicable statutes to read with amendments made from time to time.

16BC2009 PRINCIPLES OF MANAGEMENT

Credits 4:0:0

Course Objectives:

This course aims to:

- Introduce the students to learn principles, concepts and functions of management.
- Impart type of business organization
- Introduce recent trends in management process
- Real time experience in Human Resource
- Nurture the fundamentals of creativity, innovation and group decision making;
- Facilitate understanding about organizational communication and cultural diversity.

Course Outcomes:

After completing this course, the student should be able to:

- Relate the nature and types of business organizations
- Demonstrate the Principles & functions of Management
- Relate the Process of decision making
- Implementing the importance of Human Resource & Cultural diversity
- Think out of the box and find innovative solutions to various work place challenges
- Manage self and others by effectively using organizational communication.

UNIT I - Overview of Management: Definition-Management-Role of managers-Evolution of management though-Organization and the environmental factors-Trends and challenges of management in Global Scenario.

UNIT II – Planning: Nature and purpose of planning-planning process-Types of plans-objectives-Managing by objective (MBO) strategies-Types of strategies-policies-Decision making-Types of Decision-Decision making process.

UNIT III – Organizing: Nature and purpose of organizing-Organization structure-Formal and informal groups –Line and staff authority-Departmentation-Span of control- centralization and Decentralization-Delegation of authority.

UNIT IV – Staffing: Staffing-selection and recruitment-Orientation-career Development-career stages-Training –Performance appraisal.

UNIT V - Directing: Creativity and Innovation-Motivation and satisfaction- Motivation Theories-Leadership styles-Communication-Barriers to effective communication-Organization culture-Elements and types of culture-Managing cultural diversity.

Reference Books:

1. L.M.Prasad (2012), Principles of Management, Sultan Chand and Sons, New Delhi
2. Harald Kootnz (2012), Essentials of Management (8E), TataMcGrawHill.
3. R.C.Bhatia (2013), Principles of Management, Sterling Publishers, New Delhi
4. RajeeshViswanathan (2010), Principles of Management: Concepts and cases (1st Edition), Himalayas Publishing House, Mumbai
5. F.W.Taylor (2008), The Principles of Scientific Management, Dodo Press.

17BC2010 BUSINESS COMMUNICATION

Credits 4:0:0

Course Objective: To enable the students to learn the nuances of good communication.

This course aims to:

- Empower the students with effective communication skills
- Impart the essentials of business correspondences
- Explain the various role of technology in modern communication

Course Outcomes: On successful completion of this course, the students should have

- Understood the various communication methodology in Business World
- Familiarized and practiced the various methods for business applications
- Executed the art of writing business letters
- Equipped the students with good oral communication

- Enabled the students with good and effective power point presentation and report writing
- Understood the usage of modern technology in Business communication

Unit I - Essentials of Business Communication: What is Business Communication? - Essential and importance of Business Communication -communication process - Communication Barriers.

Unit II - Forms of Communication: Methods and forms of Communication - Oral and Written forms of Communication- Merits and Demerits of Oral and Written Communication - Channels of Communication

Unit III - Communication and Correspondence: Communication through Letters - Layout of a letter - Letter Formats - Application for appointment - Reference letters - Appointment letters - Orders - Enquiry letters - Offers and Quotations - Execution of orders - Cancellation of orders-adjustment and settlement of accounts - letter of complaints-collection letters. Letter to the agency - status enquiry - bank correspondence - letters related to export and import - correspondence with Government Department and public bodies - Tenders - Insurance letters - Letters to the Editor. Correspondence of company secretary with shareholders and directors.

Unit IV - Report Writing: Report Writing – Style and content. - reports by individuals - report of committee – secretarial reports - reports of executive heads, officers of company - sales - production reports- press reports. Minutes of the meeting – Agenda - Annual Report.

Unit V - Role of Technology In Communication: Online and other Modern Communication, tools, techniques Role of technology in Communication, its benefits and Demerits.

Reference Books:

1. Rajendra Pal Korahill.(2012). Essentials of Business Communication, Sultan Chand & Sons, New Delhi.
2. Shaliniveram. (2014). Business Communication: Essential strategies for 21st century managers, S.Chand Publishing
3. Courtland L. Bovee. (2011). Business Communications Essentials, Palgrave India.
4. Kaul, A. (2014). Effective Business Communication: New Delhi: Prentice Hall of India. 2nd Edition
5. Courtland L. Bovee, C. Allen Paul, John V. Thill. (2016). Business Communication Today.Pearson India Education Services Pvt.12 Edition

17BC2011 FINANCIAL ACCOUNTING LAB

Credits 0:0:2

Course Objective

- Provides hands-on training with sample exercises like basis of financial of accounting to maintain the account.
- To simplify payroll management and train the students to efficiently manage employee details and process employee salaries.
- To acquire skills in respect of most sophisticated computerized accounting procedures and practices.

Course Outcome

- Encourage students to become an expert in Tally data entry operator
- To gain a knowledge in company creation, enter accounting voucher entries including advance voucher entries, do reconcile bank statement, do accrual adjustments, and also print financial statements, etc. in Tally ERP.9 software.
- To enable the student to understand the importance of pay roll system.
- To focus student attention to understand the concept of stock query, receivable and payable management.
- Develop skills in preparing ratio analysis
- To impart knowledge in generating cash/ fund flow statement.

The faculty conducting the laboratory will prepare a list of 12 experiments, get the approval of the HoD / Director, and notify it at the beginning of each semester.

Reference Books

1. Ramesh Bangia, (2015), Learning Tally 9.0: With Introduction to Tally.ERP 9, 2nd Edition, Khanna publishers
2. SoumyaRanjan Behera (2014), Learn Tally.ERP 9 in 30 days, 2nd Edition, B.K. Publication
3. Asok K. Nadhani (2016) ,Tally ERP 9 Made Simple Basic Financial Accounting, 3rd Edition, BPB publications.

4. Shraddha Singh and Navneet Mehra, (2014), Tally Erp 9 (Power of Simplicity), Kindle Edition, V& S publishers
5. Tally Education Private Limited, (2015) Computerised Accounting Using Tally.ERP 9, 1st Edition, Sahaj Enterprises.

17BC2012 BUSINESS STATISTICS

Credits: 3:1:0

Objectives:

The objective of this course is to make the students;

1. To understand collection and compilation of data, information and presentation of data
2. To gain knowledge in sampling, standard error, level of significance
3. To know the various distribution, frequency and measures of the proportions

Outcomes:

- Drawing meaningful conclusions from application of statistical tools.
- Thorough knowledge of Statistics enables to apply and associate with real situations.
- Helps to understand data and enables them to make sound decisions based on its analysis.
- Apply matrix techniques to the business models
- Apply statistical theory and methods to various disciplines
- Acquire the knowledge in application of the index numbers

Unit I - Introduction to Statistics: Introduction; Statistics and Statistical methods; Characteristics of Statistics; Limitation of Statistics; Scales of Measurement; Data collection; Data classification; Graphical presentations of data

Unit II - Measures of Central Tendency & Dispersion: Measures of Central tendency: Mathematical averages; Positional averages; Partition values mean, median and mode. Measures of dispersion: Range, Coefficient range, Interquartile range; Quartile deviation; Average deviation and Coefficient of variation

Unit III - Time Series Analysis & Index Numbers: Meaning of Time series; Application of Time series; Measurement of trend; Measurement of Cyclical and Seasonal variations. Index number: Meaning of Index numbers; Characteristics of Index numbers; Types of Index numbers; Simple Index and Unweighted Aggregate price Index numbers

Unit IV - Matrices and Determinants: Introduction to Matrices; Types of Matrices, Multiplication of matrices by a scalar; Transpose matrices; Symmetric and Skew Symmetric matrices

Unit V - Theory of Sets and Mathematics of Finance: Description of a set; Types of set; Venn diagram; Operation on sets; Applications of Set theory; Mathematics of Finance: Meaning of Simple & Compound Interest; Significance & application of Compound Interest; Problems on Simple & Compound Interest

Reference Books

1. J.K. Thukral, Business mathematics for BBA, Scholar tech press, 2015
2. J.K. Singh, Business mathematics, Himalaya publishing house Pvt Ltd, 2013
3. S.P. Gupta, Statistical methods, Sultan Chand & Sons, 2012
4. R.S.N. Pillai, Mrs. Bhagavathi, Statistics-Theory & practice, Sultan Chand & Sons, 2010
5. J. Joseph Francis, Business Statistics, Cengage learning publishers Ltd, 2014

17BC2013 CORPORATE ACCOUNTING - I

Credit 4:0:0

Course Objectives:

This course aims to:

- Explain corporate accounting concepts as per IFRS standards
- Explain the methods of journalizing in the event issue of shares & Debentures
- Familiarize the corporate accounting systems in different business situations

Course Outcomes:

After completing this course, the student should be able to:

- Get the practical applications of Internal Reconstruction & Amalgamation of firms
- Demonstrate importance and impact of IFRS standards in preparing company accounts
- Preparation of Statement of Accounts for Insurance & Holding companies
- Gain Adequate knowledge on Human Resource Accounting
- Apply the technical skills learnt on the Valuation Process of a business as well as Shares

- Do the computations on a Business Acquisition Case such as Amalgamation and Absorption

Unit I - Shares and Debentures: Issue of Shares and Debentures; Various kinds; Forfeiture; Re-issue; Underwriting of Shares and Debentures; Redemption of Preference Shares and Debentures; Purchase of Business; Profits prior to Incorporation

Unit II - Company Accounts: Preparation of Company Final Accounts; Computation of Managerial Remuneration; Valuation of Goodwill; Valuation of Shares; Valuation of Business; Valuation of Assets

Unit III - Reconstruction & Human Resource Accounting: Alteration of Share Capital; Internal and External Reconstruction; Reduction of Capital; Human Resource Accounting; Accounting Standards, Financial Reporting Practices as per IFRS; Accounting for Price Level Changes

Unit IV - Business Acquisitions: Absorption; Amalgamation; Liquidation; Statement of Affairs; Deficiency Accounts; Liquidator's Final Statement of Receipts and Payments

Unit V - Banking and Insurance Company Accounts: Prescribed forms of Profit and Loss Account and Balance Sheet; Salient Features; Explanation of items appearing in the Final Accounts; Rebate on Bills Discounted and Interest on doubtful debts; Classes of Insurance Business; Forms of Revenue Account and Balance Sheet in Insurance companies; Holding Companies

Reference Books

1. S N Maheshwari & S K Maheshwari, (2013), Corporate Accounting, 5th edition, Vikas Publishing Ltd
2. V K Goyal and Ruchi Goyal, (2012), Corporate Accounting, 3rd Edition, PHI Learning Pvt. Ltd
3. Ashok Sehgal (2012), Fundamentals of Corporate Accounting, 3rd Edition, Taxmann Store
4. Tulsian P C (2015), Corporate Accounting, 2nd Edition, Sultan Chand Publishing Ltd
5. V Rajasekaran and R Lalitha (2011), Corporate Accounting, 1st Edition, Pearson India

17BC2014 COMPANY LAW AND SECRETARIAL PRACTICE

Credit: 4:0:0

Course Objective:

This course aims to:

- Impart adequate knowledge on the Company Law & Secretarial Practice
- Involve the students to understand the Procedure involved in Formation of a company and the Requirements of the Company Laws in Practice
- Give the inputs needed on the importance of a company secretary and the nature of duty as stipulated by the Companies Act.

Course Outcomes:

After completing this course, the student should be able to:

- Draft the procedure for Incorporating a company
- Prepare Minutes of Meeting and know how company meetings are conducted
- Give inputs on preparing Memorandum and Articles of Association and understand the information in the Prospectus and other Statements issued by the companies
- Have a thorough knowledge on how shares are being allotted to the Public
- Understand the way in which the Directors of Companies are being appointed and what are the circumstances in which they will be removed from performing their duties
- Have a clear view on the induction of members into a company and the compliance requirement to be followed by the companies

Unit I - Incorporations and Conversions: Definition, essential characteristics and kinds of companies. Provisions regarding Incorporation and raising of Capital, Promoters, Companies limited by Guarantee; Unlimited Companies; Limited Liability Companies (LLC); Conversions and Re-conversions; Commencement of business, Specimen Resolutions, Duties of Secretaries

Unit II - Governing Documents: Memorandum of Association and Articles of Association, Prospectus, Statement in lieu of Prospectus, Alteration, Changes and Modification Procedure followed for alterations in Memorandum and Articles of Association of a company

Unit III - Allotment and Consolidation: Allotment/Change in Share Capital; Transfer and Transmission; Procedure for Allotment, Consolidation and Sub-division of shares; Conversion of Shares into Stock/Warrants; Cancellation of Shares, Dematerialisation of Shares; Issue of Share Certificates and Share Warrant; Forfeiture of Shares

Unit IV - Appointments and Removal of Directors: Procedure for Appointment and Re-appointment; Removal and varying terms of appointment, Fixation/revisions of remuneration of Directors including Managing and Whole-time Directors, Managers, Company Secretary, Compliance Officer, Secretary in Whole-time practice, Auditors, Cost Auditors, Sole Selling Agents

Unit V - Membership in a Company: Procedure for induction of members; expulsion of a member, variation of members' rights; procedure for making application to the Court/Company Law Board; Compliance and maintenance of Statutory Books/Registers.

Reference Books:

1. S.Srikanth , Shanti RekhaRajagopal ,RevathyBlakrishnan (2016), Corporate Laws and Secretarial Practice, Jain Book
2. M C Kuchhal,(2016) Secretarial Practice, Vikas Publishing House, New Delhi.
3. SangeetKedia, (2016)Advanced Company Law And Practice, Pooja Law Publishing Company,
4. J Santhi(2016), Company Law and Secretarial Practice, Margham Publications
5. G.K. Kapoor, (2016), Secretarial Practice and Company Law, Atlantic Publisher.

17BC2015 BANKING THEORY

Credit 3:0:0

Course Objectives:

This course aims to:

- To impart the knowledge on banking system and acts pertaining to it.
- To orient the students about the system and functions of banks.
- Explain the relationship between banker and customer, and orientation on the legal significance of pass book and negotiable instruments.

Course Outcomes:

After completing this course, the student should be able to:

- Acquaint students with theoretical, legal and practical aspects of banking
- Knowledge on Indian Banking System and acts pertaining to it.
- Understand the rights and duties of banker and customer
- Enlighten the students' knowledge on types of customer and deposits.
- Knowledge on forms of securities and negotiable instrument.
- Impart the knowledge on statutory protection to paying and collective banker

Unit I - Introduction to Banking: History of Banking in India- Significance of Banks- Types of Banks and functions -Functions of RBI Banking regulation Act 1949- Recent trends in Banking

Unit II - : Customer Relationship: Meaning – Definition of Banker and Customer – Rights and Duties of Banker and Customer- Relationships between banker and customer – Types of account and their operations – Different Deposits Products and Services to customers and Investors -Lending policies of commercial bank KYC / AML / CFT norms

Unit III - : Negotiable Instruments Definition - Important Provisions - Payment and Collection of Cheque and Other Negotiable Instruments - Role & Duties of Paying & Collecting Banks -Endorsements -Forged Instruments - Bouncing of Cheque - Its Implications – Cheque Truncation System

Unit IV - Ancillary Services: Remittances - Safe Deposit Lockers - Government Business - Paying banker – Collective banker - Statutory protection duties to Paying and Collective banker and forms of Securities

Unit V - Retail Banking: Credit Cards- Debit Cards-Smart Cards - Home Loans - Personal Loans - Consumer Loans-Technology in Banking - Alternate Delivery Channels - Phone Banking- ATMs - Net Banking-POS Banking - Kiosk Banking- e-Lobby - Mobile Banking - Digital Branches

Reference Books:

1. K.P.M.Sundaram, P.N .Varshney. (2014), Banking Theory Law and Practice, 20th revised editionSultan Chand & Sons Publications.
2. E. Gordon & K. Natrajan. (2016), Banking Theory Law and Practice, 25th edition, Himalaya Publishing House.
3. K.Nirmala Prasad. (2014), Banking Theory Law and Practice, 1st edition, Himalaya Publishing House.
4. Varshney P.N. (2013), Banking Law Practice, 24th edition, Sultan Chand & Sons.
5. S.Gurusamy. (2009), Banking Theory Law and Practice, 2nd edition, Mc Graw Hill Education.

17BC2016 INDUSTRIAL LAW

Credits:4:0:0

Course Objectives:

This course aims to:

- Provide an insight on the vital role played by the government, employer and employees in shaping the labour management relations and policies.
- Identify the rationale and practice of Industrial laws in organizations.
- Impart knowledge on scope, coverage of major employment related legislations, wage legislation and integrated Social Security Scheme.

Course Outcomes: After completing this course, the student should be able to:

- Will identify the nature and scope of industrial law in protecting workers
- Learn the legal rules to be complied to ensure fair, safe and healthy workplaces, leading to increased productivity.
- Learn the wage policies to implement in the organization.
- Gain knowledge of various employee social welfare schemes to be complied.
- Develop a framework for analysis of Industrial Relations problems to avoid industrial Conflicts.
- Gain knowledge on various records to be maintained under Labour legislations in India.

Unit I - Laws on Working Conditions: Factories Act, 1948: Approval, licensing and registration of factories – Health, Safety and Welfare Provisions – Working Hours - Employment of Young Persons - Annual Leave with wages – Registers and Records – Penalties.

Unit II - Laws on Industrial Relations: Industrial Disputes Act, 1947: Strike, Lockout, Layoff, Retrenchment, Unfair Labour Practices, Penalties. Trade Unions Act, 1926: Registration of trade union - Rights and Liabilities - Dissolution of Trade Unions

Unit III - Laws on Wages and Bonus: Minimum rate of wages - Procedure for fixation and revision of wages – wages in kind – Rules for payment of Wages, Permissible Deductions, Eligibility for Bonus – Payment of minimum and maximum bonus - Offences and Penalties.

Unit IV - Laws on Labour Welfare: Employer's liability for compensation in case of Accident arising in the course of employment –Amount and distribution of Compensation - Notice and Claim. Employee State Insurance Corporation - Contribution – Benefits - Maternity Benefits - Prohibition of Employment of women during certain period - Nursing Breaks - Inspectors, Offences and Penalties.

Unit V - Laws on Social Security: The Employee's Provident Fund - Contributions – Employees' Pension scheme - Employees' Deposit-linked insurance scheme; Payment of Gratuity - Determination of the amount of Gratuity - Offences and Penalties.

Reference Books

1. Monappa A., Nambudiri R. &Selvaraj P. (2012).Industrial Relations and Labour Laws. New Delhi: McGraw-Hill Education.
2. Srivastava, S.C. (2007) Industrial Relations &Labour Laws. Vikas Publishing House (P) Ltd.
3. Venkatratnam C.S. (2011). Industrial Relations. New Delhi: Oxford University Press. Fifteenth Edition
4. Sinha P.R.N., Sinha I.B. &Shekar S.P. (2014).Industrial Relations, Trade Unions and Labour Legislations. New Delhi: Pearson Education. 3rd edition
5. N.D.Kapoor.(2015).Handbook of Industrial Law.New Delhi : Sultan Chand & Sons.

Note:

Subjects related to applicable statutes to read with amendments made from time to time.

17BC2017E-COMMERCE

Credits 4:0:0

Course Objectives: This course aims to:

- Provide an understanding of the basic concepts of e-commerce
- give an insight about the internet; and
- Provide an overview of the e-commerce support activities.

Course Outcomes: After completing this course, the student should be able to:

- Apply the basics of e-commerce in the online business.
- demonstrate the importance and relevance of internet across the globe; and
- Display the services rendered through IT enabled business.
- Understand the concept of security and payment system

- Appreciate the e-commerce development
- Able to better use social network for online business

Unit I - Introduction to E-Commerce: E-commerce: The revolution is just beginning, E-commerce: A Brief History, Understanding E-commerce: organizing Themes.

Unit II - Introduction to E-commerce: Business models and concepts: E-commerce Business Models, Major Business to Consumer (B2C) business models, Major Business to Business (B2B) business models, business: strategy, structure and process, The Internet: Technology Background, The Internet Today, Internet II- The Future Infrastructure, The World Wide Web, The Internet and the Web: Features.

Unit III - : Security and payment: The e-commerce security environment, Security threats in the e-commerce environment, Technology solution, Management policies, Business procedures, and public laws, Payment system, E-commerce payment system, Electronic billing presentment and payment.

Unit IV - E-commerce marketing concepts, Online retailing and services: Consumer online: The Internet Audience and Consumer Behaviour, Basic Marketing Concepts, Internet Marketing Technologies, B2C and B2B E-commerce marketing and business strategies, The Retail sector, Analyzing the viability of online firms, E-commerce in action: E-tailing Business Models, Common Themes in online retailing, The service sector: offline and online, Online financial services, Online Travel Services, Online career services.

Unit V - Social networks, auctions, and portals: Social networks and online communities, Online auctions, E-commerce portals

Reference Books:

1. Kenneth C. Laudon.(2008). E-Commerce: Business, Technology, Society.4th Edition.Pearson
2. S. J. Joseph. (2008). E-Commerce: an Indian perspective. Third edition.Eastern Economy Edition PHI
3. Mark Norris, Steve West.(2001). eBusiness Essentials.2nd Edition. , John Wiley & Sons
4. e-Business& e-Commerce for Managers by Harvey M. Deitel, Paul J. Deitel. (2001). Prentice Hall
5. Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe. (2007).Information Technology for Management – Transforming Organizations in the digital Economy. Sixth Edition. Wiley

17BC2018FINANCIAL STATEMENT ANALYSIS

Credits 4:0:0

Course Objectives:

This course aims to:

- Explain corporate accounting concepts
- IFRS inputs and developments in company accounts
- Preparation of company accounts

Course Outcomes:

After completing this course, the student should be able to:

- Prepare company accounts as per Schedule VI
- Handle MS Excel to analyze the Balance sheet
- Demonstrate knowledge in IFRS and Ind AS
- Analyze and Interpret the Financial Statement
- Synthesize Directors Report & Management Discussions
- Analyze Schedules & Notes to accounts

Unit I - Financial Statement Analysis: Meaning – Advantages – Limitations – Users of Financial Statements - Traditional Approaches to Financial Statement Analysis.Using MS Excel in analysis balance sheet.

Unit II - Techniques of Financial Statement Analysis Analyzing through Comparison – Tools and Techniques of Analysis – Inter – Firm, Intra Firm, Inter Divisional, Regional Performance –Comparison among firms beyond National Boundaries

Unit III - Ratio Analysis: Ratios to Balance Sheet - Comparison with Industry averages – Predicting Corporate failures using Solvency, Profitability, Activity ratios – Stock Market related financial ratios.

Unit IV - Cash Flow Analysis: Cash flow statements as per Ind AS /IFRS format- Cash flows from Operating, Financing, Investment activities. Cash Flow Analysis for Credit Management, Rate of Return on Assets and ability to finance maintenance and growth programmes.

Unit V - Ethical Practices and Accountant: Accounting scams – Enron, world.Com, Sathyam frauds – US Soxy Act – SEBI guidelines on Corporate Governance. Responsibilities and Duties of Financial and Cost and

Management Accountants as per Institute of Chartered Accountants of India and Institute of Cost Accountants of India.

Text Books:

1. Gokul Sinha, (2012) Financial Statement Analysis, PHI Learning Private Ltd, New Delhi
2. John Dearden Accounting for Management Text and Cases, Vikas Publishing, 3 edition,

Reference Books

1. Stephen H Penman, (2007) Financial Statement Analysis and Security Valuation, Tata McGraw hill publishing company ltd. New Delhi.
2. John J.Wild, K.R.Subramanyam and Robert F. Halsey (2010), Financial Statement Analysis, Tata McGraw Hill Publishing company Ltd. New Delhi.
3. Ruzbeh J. Bodhanwala (2009), Understanding and Analyzing Balance Sheets Using Excel Worksheet, PHI, New Delhi

17BC2019 COST ACCOUNTING

Credits4:0:0

Course Objectives:

This course aims to:

- Introduce cost accounting principles and practice
- Imparts preparing cost sheet
- Explain preparation of Budgets

Course Outcomes:

After completing this course, the student should be able to:

- Apply cost principles
- Demonstrate analysis of costing
- Understand the necessity for costing in Manufacturing Sectors
- Analyse the Cost-Volume-Profit for any organization to make decisions
- Apply the knowledge gained in the computation of Job and Process Costing
- Understand and distinguish between the Direct and Indirect costs associated in manufacturing of a final product

Unit I - Introduction to Cost Terms & Purposes: Costs and Cost Terminology; Direct Costs and Indirect Costs; Challenges in cost allocation; Factors affecting Direct/Indirect cost classifications; Cost behaviour patterns; Cost Drivers

Unit II - Materials: Direct Materials; Indirect Materials; Purchasing control and Procedure; Methods of Purchasing; Requisitioning for Stores; Perpetual Inventory System; **Labour:** Importance of Labour cost control; Methods of Time-Keeping; Time booking; Normal idle time; Abnormal idle time; Overtime; System of wage payment

Unit III - Cost Volume Profit Analysis: Essentials of CVP Analysis; Contribution Margins; Expressing CVP relationship; CVP Assumptions; Break-Even Point and Target Operating Income; Sensitivity Analysis and Margin of Safety

Unit IV - Job Costing: Evaluation and Implementation; Normal Costing; General Approach to Job Costing; Budgeted Indirect Costs and End-of-Accounting year Adjustments; Underallocated and Overallocated direct costs

Unit V - Process Costing: Characteristics; Advantages; Disadvantages; Principles; Difference between Process Costing and Job Costing; Procedure for Process Costing; Preparation of Process Accounts; Work-In-Process

Note: Distribution of Marks between Problems and Theory shall be 60% and 40%.

Reference Books:

1. Jain and Narang (2015), Cost Accounting, Kalyani Publishers
2. Banerjee H, (2014), Cost Accounting Theory & Practice, PHI Learning
3. M Y Khan & P K Jain (2003), Cost Accounting, Tata McGraw Hill Education Pvt. Ltd
4. DebarshiBattacharya, (2013), Cost & Management Accounting, Pearson
5. Lall Nigam B M & I C Jain (2001), Cost Accounting: Principles & Practice, PHI Learning

17BC2020 INCOME TAX LAW AND PRACTICE

Credits 4:0:0

Course Objectives:

This course aims to:

- Impart adequate knowledge on the concepts of Income Tax Levy on various types of Income
- Involve the students to understand the Status on which Income tax is imposed thereon
- Give an analytical exposure on the computation of Income under the different Heads of Income and the Tax levied upon them.

Course Outcomes:

After completing this course, the student should be able to:

- Compute the Taxable Income and relate them with the different Heads of Income
- Assess the Tax Liability of various types of Tax Payers
- Apply the principles on which the Income is Taxable based on the Residential Status and the Incidence of Tax
- Determine the various forms in which Income of various persons can be clubbed
- Understand the tax incidence on companies
- To render services to companies in the area of Taxation according to the Provisions of the Income Tax Act, 1961

Unit I - History & Introduction- Back ground of Income Tax Act, 1961; Meaning of Assessment year, Previous year, Person, Assessee, Income, Gross Total Income, Taxable income and Agricultural Income; Residential Status of an Assessee: - Determination of Residential Status - Incidence of Tax on the basis of Residential Status

Unit II - Computation of Total Income: Determination of Income under the Head Salaries; Profits and Gains of Business and Profession; Income from House Property-Income from Capital Gain-Income from Other Sources

Unit III - Clubbing Of Income Provisions: Income of Other Persons included in Assessee's Total Income; Aggregation of Income and Set Off or Carry Forward of Losses; Various Deductions to be made in Computing Total Income, Rebates and Relief's; Applicable Rates of Taxes and Tax Liability

Unit IV - Taxation of different kinds of persons : Taxation of Individuals including Non-Residents, Hindu Undivided Family, Firms, LLP, Association of Persons, Cooperative Societies, Trusts, Charitable and Religious Institution

Unit V - Classification and Tax Incidence on Companies: Computation of Taxable Income and Assessment of Tax Liability, Dividend Distribution Tax, Minimum Alternate Tax and Other Special Provisions Relating to Companies

Reference Books:

1. Sinhaniya V.K.(2016) : Students guide to Income Tax : Taxman, Delhi.
2. Prasad, Bhagwati : Income Tax Law & Practice; Wiley Publication, New Delhi.
3. Mehrotra H.C. : Income Tax Law & Accounts; SahityaBhavan, Agra.
4. Dinker Pagare : Income Tax Law and Practice; Sultan Chand & Sons, New Delhi.
5. Girish Ahuja and Ravi Gupta : Systematic approach to income tax; SahityaBhavan Publication, New Delhi.

17BC2021 BUSINESS RESEARCH METHODS

Credit 4:0:0

Course Objective:

This course aims to:

- To impart the students with the fundamentals of business research methods.
- To give an overview of research methodology to the students.
- To explain the basic methods of research to develop their research skills.

Course Outcome:

After completing this course, the student should be able to:

- Understand the core concepts in business research.
- Know about the various types research methods.
- Identify and use the appropriate research design.
- Get a comprehensive idea on the research process.
- Gain knowledge on the application and importance of business research.

Unit I - Introduction to Business Research: Business Research- Meaning and definition. Importance and Scope of Business Research. Features of business research. Types of business research.

Unit II - Research Design: Meaning of research design. Types of research design. Research design, Quantitative and Qualitative research, Steps in selection and formulation of a research problem. Steps in research process.

Unit III - Data Collection: Types of Data- Primary Vs Secondary Data. Sampling- Definition and types. Methods of Data collection. Designing Questionnaire- Reliability and validity. Means of data collection- personal interview, mail and telephone.

Unit IV - Data Processing: Data Processing- Definition. Data preparation- Editing, Coding and Data entry. Qualitative Vs Quantitative data analysis. Statistical techniques- Measures of central tendency-Correlation-Regression.

Unit V - Report Writing: Research Report- Preparation. Format of the research report. Stages in report writing. Role of audience- Comprehension and readability. Processing and Publishing.

Reference Books:

1. Cooper D.R and Schindler P.S. (2008). Business Research Methods. McGraw-Hill. 10th Edition.
2. Zikmund, W.G., Babin, B.J., Carr, J.C. & Griffin, M.(2013), Business research methods, Cengage Learning. 9th Edition.
3. Panneerselvam, R. (2014), Research Methodology, PHI Learning Private Limited.
4. Gupta, S.L. & Gupta, H. (2012), Business Research Methods, Tata McGraw Hill Education.
5. Bajpai, N. (2011). Business Research Methods, Pearson Education India.

17BC2022 MANAGEMENT ACCOUNTING

Credits4:0:0

Course Objectives:

This course aims to:

- Explain basic knowledge of Management accounting concepts
- Impart the preparation of cost sheet
- Input the students to prepare Budgets

Course Outcomes:

After completing this course, the student should be able to:

- Apply the principles of Management Accounting in practice
- Evaluate Marginal costing decisions
- Understand the materials and labour variances that are implemented in the corporate sector
- Make decisions during crucial times by applying Marginal Costing Techniques
- Have a clear understanding on the distinction between Management Accounting and Financial Accounting
- To have a thorough knowledge on the preparation of various types of Budgets needed for the Management to go in the right direction and achieve the goal of the Organisation

Unit I - Introduction to Management Accounting: Introduction, Meaning of Management accounting, The Role of Management Accounting, Management Accounting Framework, Functions of Management Accounting, Tools of Management Accounting, The Balanced Scorecard, Cost Management System, Value Added Concept, Merits of Management Accounting, Demerits of Management Accounting, Distinction between Management Accounting and Financial Accounting

Unit II - Understanding Cost: Introduction, Meaning of Cost, Objective of Costing, Methods of Costing, Technique of Costing, Classification of Cost, Elements of Cost, Statement of Cost Sheet

Unit III - Standard costing: Meaning, Concepts and Objectives, Merits and Demerits of Standard costing, Prerequisite for establishment of standard costing, Efficiency and Activity Ratios, Variance Analysis and Control

Unit IV - Marginal costing: Definition, Assumptions and Uses, Marginal Costing Vs. Absorption Costing, CVP /BEP Analysis, Key factors and Safety Margin, Managerial Decision Making Areas – Product Mix, Make or Buy, Pricing Decisions

Unit V - Budgetary Control: Concepts and Objectives, Merits and Demerits of Budgetary Control, Fixed and Flexible Budget, Cash Budget and master Budget, Zero based Budgeting

Reference Books:

1. Robert Kaplan and Anthony Atkinson (2013), Advanced Management Accounting, 3rd Edition Pearson Higher Education
2. Ray Garrison, Eric Noreen and Peter Brewer (2014), Managerial Accounting, 13th edition, Tata McGraw Hill Education Pvt. Ltd
3. Khan & Jain, (2009), Management Accounting, Tata McGraw Hill Education Pvt. Ltd
4. S N Maheshwari, Sharad K Maheshwari and Suneel K Maheshwari (2012), A Text Book of Accounting for Management, 3rd Edition, Vikas Publishing Ltd
5. Peter Atrill and Eddie McLaney (2015), Management Accounting for Decision Makers, 8th Edition, Pearson Higher Education

16BC2023 PRINCIPLES OF AUDITING**Credit 4:0:0****Course Objective:**

This course aims to:

- To impart knowledge pertaining to basic concepts of auditing
- To provide knowledge of auditing principles, procedures and techniques in accordance with current legal requirements and professional standards.
- To acquaint oneself with audit of different companies and recent trends in auditing.

Course Outcome:

After completing this course, the student should be able to:

- Knowledge of auditing principles, procedures and techniques in accordance with current legal requirements and professional standard
- Understanding the objectives and types of auditing, internal check
- Identify potential legal liability in the context of an audit engagement.
- Understand the eligibility criteria to become an auditor.
- To acquaint oneself with auditing procedure and report Writing.
- Evaluate audit of different institution and knowledge on recent trends in auditing.

UNIT I - Introduction to Auditing: Meaning and objectives of Auditing - Types of Audit - Basic principles governing an audit – Detection And Prevention of Frauds and Errors - Fraud and fraudulent behavior and their prevention in business, including money laundering

UNIT II - Internal Control: Internal Audit- Audit Programme -Audit Notebook- Routine and Test Checking - Internal Control - Audit Procedure - Vouching and verification of Assets and Liabilities - Audit of Limited Companies

UNIT III - Appointment of Company Auditor: Qualification and Disqualification of Auditors - Appointment and Reappointment of company auditor Powers, Duties and Liabilities of Auditors

UNIT IV - Audit Report: Content of Audit Report – Preparation of Auditor's report and Certificate - Special Audit - Audit of Banking-Insurance and Educational institutions - Elementary knowledge of Management Audit - Operational Audit - Efficiency Audit - Corporate Social Audit

UNIT V - Recent Trends Recent trends in Auditing – Information and Systems Auditing - Assessing audit risks, Understanding the entity and its environment-Fraud, laws and regulations -Audit planning and documentation - Audit sampling and other means of testing -Computer-assisted audit techniques, - Not-for-profit organizations.

Reference Books:

1. Tandon B.N, (2007), A Hand Book of Practical Auditing, Revised edition, S Chand & Company.
2. Ravinder Kumar, Virender Sharma (2015), Auditing - Principles and Practice, 3rd edition, PHI Learning.
3. R.G. Saxena (2015), Principles and Practice of Auditing, 6th edition, Himalaya Publishing House.
4. Dr. T.R. Sharma (2015), Auditing Principles & Problems, 1st edition, Sahitya Bhawan Publication.
5. O.P. Agarwal, (2014), Auditing, 2nd edition, Himalaya Publishing House.

17BC2024 INDIRECT TAX

Credits 4:0:0

Course Objectives:

This course aims to:

- Impart adequate knowledge on the concepts of Indirect Tax Laws
- Involve the students to understand the applicability of the various Taxes Levied by the Government on the goods and services.
- Give an analytical exposure on the computation of various indirect taxes including exemptions and Notifications issued by the Government from time to time.

Outcomes:

After completing this course, the student should be able to:

- Compute the Tax Levy imposed upon sale of Goods and Services
- Understand the Scope and Purpose of the various Tax Laws applicable in India
- Apply the concepts of Indirect Tax Laws in the computation of tax levied by the Government
- Have a clear understanding on the Procedures to be adopted by the companies in view of levying tax on the Manufacture of Goods
- Have a good knowledge on availing credit by companies on the value added tax paid on the inputs of capital goods or materials purchased
- Have an overview of the new tax system proposed to be implemented in the near future by the Government.

Unit I - Central Sales Tax: Features, Terms, Registration of a dealer, Procedure of assessment, Filing of returns; Stock Transfer, Branch Transfer, Inter State Sale; Procedures under Central Sales Tax

Unit II - Value Added Tax: Introduction, Definitions, Salient features of State VAT Act; Treatment of Stock & Branch Transfer; Filing of Returns; Accounting & Auditing VAT

Unit III - Customs Law: Basic Concepts, Types of Customs Duty, Valuation, Customs Procedures; Anti-Dumping Duties; Valuation Rules; Import procedures; Export procedures; Baggage; Stores; Warehousing; Demurrage

Unit IV - Central Excise: Meaning, Definitions, Levy and collection, Classification of goods, Valuations, Assessment, CENVAT; Background, Input Tax Credit, Various modes of computation, Procedures to be followed;

Unit V - Service Tax: Nature, Meaning, Service Provider & Service Receiver; Registration Procedure; Negative List, Mega Exemption Notification; Valuation & Computation of service tax liability and point of taxation; Payment of Service Tax; Filing of Returns; Overview of GST

Reference Books:

1. Rahul Chaudhary & Nikhil Chaudhary (2016), Indirect Tax Laws, Mahindra Publishing House
2. Monica Singhanian & Vinod K Singhanian (2016), Students' Guide to Indirect Tax Laws – University Edition), TAXMANN
3. Yogender Bangar (2016), Comprehensive Guide to Indirect Tax Laws, Aadhya Prakashan Publisher
4. V S Datey (2016), Elements of Indirect Taxes, TAXMANN
5. Nitya Tax Associates (2016), Basics of GST, TAXMANN

17BC2025 ENTREPRENEURIAL DEVELOPMENT

Credits 4:0:0

Course Objectives: This course aims to:

- To develop entrepreneurial skills that may contribute to the success of the student's practical learning experience.
- To investigate the types of resources and sources that may be used to evaluate and plan an entrepreneurial venture.
- To develop a venture plan that can be used as a planning tool for a specific potential opportunity and idea

Course Outcomes:

After completing this course, the student should be able to:

- Able to draft a business plan
- have understood EDP and Project management
- appreciate the Institutional support to entrepreneurial development
- To explore the career choices available to the entrepreneur / intrapreneur.

- Gain knowledge and skill to run a business
- Develop insight into start ups.

UNIT I - Entrepreneurial Competence: Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

UNIT II - Entrepreneurial Environment: Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organizational Services - Central and State Government Industrial Policies and Regulations - International Business.

UNIT III - Business Plan Preparation: Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT IV - Role of Institutions: TIEC, DIC, SISI, SIDCO, SIPCOT, MSMEs, Tax Subsidies and Incentives. Cases on successful entrepreneurs, case studies Enron & Kingfisher, Strategic decisions of Entrepreneurs in India.

UNIT V - Management of Small Business: Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

Reference Books:

1. Donald F Kuratko, T.V Rao.(2012). Entrepreneurship: A South Asian perspective. Cengage Learning
2. Arya Kumar. (2012). Entrepreneurship. Pearson
3. Sudhir Sharma, Balraj Singh, and Sandeep Singhal. (2005). Entrepreneurship Development. New Delhi: Wisdom Publications
4. Mathew Manimala.(2005). Entrepreneurship Theory at the Crossroads.Paradigms & Praxis.2nd Edition.Biztrantra
5. Hisrich. (2001). Entrepreneurship. New Delhi: Tata McGraw Hill

17BC2026 BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Credit: 4:0:0

Course Objective:

This course aims to:

- To foster the key value systems outlined in business ethics
- To understand the key issues facing in the implementation of business ethics in organizations
- To explain the importance of being ethical socially responsible in the corporate world.

Course Outcomes:

After completing this course, the student should be able to:

- Demonstrate knowledge pertaining to the nature and scope of business ethics.
- Analyze practical ethical dilemmas and take required measures to resolve such issues
- Awareness regarding legal provisions and stipulations pertaining to business ethics, with special reference to corporate governance and foreign exchange.
- Analyze the compliance of organizations with regard to environmental ethics
- Examine the performance of organizations based on CSR activities
- Demonstrate values and traits required for ethical leaders/managers.

Unit I – Introduction: Defining business ethics, Nature & Scope of Business ethics, Theories pertaining to business ethics, Factors influencing implementation of ethics, consequences of poor business ethics in organizations.

Unit II - Theory & Practice of Ethics: Business standards and values – Ethics analysis – Ethical dilemma – Role of ethical managers – Ethics and profitability – Ethics and social impact - Code of conduct – Violation of ethics – Methods for addressing ethics violations (Domestic enquiry, whistleblowing) – Cases pertaining to practice and implementation of business ethics.

Unit III - Legal aspects of Ethics: Provisions in the Indian constitution pertaining to Business ethics – Corporate governance – Committees for implementation of corporate governance in India – Legal stipulations pertaining to corporate governance in India – Foreign Exchange Regulation Act, Foreign Exchange Management Act – Legal challenges pertaining to corporate governance.

Unit IV - Environmental Ethics: Economic environment – Industrial policy and its impact on business – Committees for environmental ethics & standards – cases on implementation of environmental law and its impact of business

Unit V - Corporate social responsibility Definition of corporate social responsibility – Laws pertaining to CSR in India – Corporate citizenship – Challenges faced in implementing CSR – Cases on CSR success & failure in corporations

Text books:

1. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
2. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011

Reference Books:

1. Ferrell, O.C., Fraedrich, J. and Ferrell (2012), Business Ethics, Ethical Decision Making & Cases, Cengage Learning.
2. Murthy, C.S.V (2014), Business Ethics: Text and Cases, Himalaya Publishing House.
3. Ghosh, B (2011), Ethics in management and Indian ethos, Vikas Publishing House Pvt. Limited.
4. Murthy, B.K.V. and Krishna, U (2009), Politics Ethics and Social Responsibilities of Business, Pearson Education.
5. Griseri, P. &Seppala, N. (2010), Business Ethics and Corporate Social Responsibility, South-Western Cengage Learning.
6. Bob Tricker, Corporate governance- Principles, policies and practices, Oxford University Press, 2009

17BC2027 DATA ANALYSIS FOR BUSINESS RESEARCH

Credits 0:0:2

Course Objectives

1. Understand how to edit, code and enter the data collected in excel/spss
2. Understand how apply statistical concepts to analyze the data
3. Understand how to interpret the statistical results

Learning Outcome:

1. Know what descriptive statistics are and why they are used
2. Create and interpret graphs and charts
3. Understand the concept of hypothesis testing
4. Calculate and Interpret the Parametric tests
5. Calculate and Interpret the Non-parametric tests
6. Apply and interpret simple correlation and regression

Unit I - Introduction to descriptive statistics: Introduction to data analysis, Meaning, importance and usage of data in business research. Measures of central tendency, Measures of variation, Measures of Symmetry and Measures of Relative standing (quartiles, deciles and percentiles)

Unit II - Visual representation of data (graphs and charts): Bar-chart, Pie-chart, Histogram, Box-plot, Trend-chart and Scatter-plot

Unit III - Testing of Hypothesis-Parametric Tests: One sample and two sample tests - testing of means - testing of proportions – large and small samples – dependent samples (Z-test and t-test)

Unit IV - Testing of Hypothesis-Parametric Tests: Sign Test, Mann-Whitney ‘U’ Test, Wilcoxon Signed Rank Test and Chi-Square Test

Unit V - Correlation and Regression: Pearson Correlation Coefficient, Spearman Rank Correlation Coefficient and Simple Linear Regression, Simple Linear Model , Regression Slope and Constant and Coefficient of determination

The following experiments are to be conducted using EXCEL/SPSS:

Analysis and Interpretation of data for the given problem using

1. Measures of central tendency and variation
2. Measures of skewness and relative standing
3. Bar-chart ,Trend-chart and Pie-chart
4. Histogram and Box-Plot
5. Scatter-plot
6. Hypothesis testing(Z-test for mean and proportion)
7. Hypothesis testing(t-test for mean)

8. Chi-square test for Association
9. Sign test and Mann-Whitney-U test
10. Wilcoxon Signed Rank Test
11. Pearson Correlation and Spearman Rank Correlation
12. Linear Regression

Text Books

1. Anderson, Sweeney, Statistics for Business and Economics, Cengage, 2009
2. Aczel, Sounderpandian, Complete Business Statistics, Tata McGraw Hill, 2009

Reference Books

1. Beri, Business Statistics Tata McGraw Hill 2010
2. Naval Bajpai, Business Statistics, Pearson, 2010
3. Levin, Rubin, Statistics for Management, PHI, 2009

17BB2026 CONSTITUTION OF INDIA

Credits: 4:0:0

Course Objectives:

- To understand the objectives behind the Indian constitution
- To understand the powers of legislation, and
- To know the different functions and roles played by the constitutional authorities

Course Outcomes:

- To disseminate the fundamental rights as laid in constitution of India
- To create awareness on the functions and Rules of law as citizens of India
- To apply knowledge on situations relating to the legislature and judiciary provisions
- To educate the pupil about the Constitutional rights, duties and policies of the government
- To learn the functions and roles of various functions and roles of Legislative, Executive and Judiciary bodies.
- To know the Election Commissions powers and roles.

Unit I - Constitution of India: Framing of the Constitution in India - Constituent Assembly - Dr.RajendraPrasath - Dr.B.R.Ambedkar - Territorial Organization of states – Distribution of Legislative Powers between the Union and State- Union and State Legislature – Composition- Legislative Power of the President and Governor – Powers, Privileges and immunities of the Members of Legislature.

Unit II - Union Executive: President of India - Vice-President - Prime Minister - Cabinet – FunctionsExecutive Power of the Union and State – Cabinet Government – Appointment of Prime Minister and Chief Minister. Composition of Council of Ministers – Concept of aid and advice – Collective and Individual Responsibility – Anti-defection law.

Unit III - Union Legislature: Rajya Sabha - Lok Sabha - Functions and Powers; Election Commission of India: Powers and functions

Unit IV - Union Judiciary: Supreme Court - Functions - Rule of law - Appointment of Judges – Jurisdiction of the supreme Court – Original, Appellate and Advisory - Independence of the Judiciary – High Courts in States – Appointment of Judges – Transfer or judges,- Judicial review .

Unit V - Administrative Relations between Union and states: Ensuring of Constitutional governance-proclamation of Emergency – Safeguards against abuse of emergency power - President's Rule in States. Power of the President to grant pardons and to suspend, remit or commute sentences.

Reference books:

1. Agharwal.R.C. 1977National Moment and Constitutional Development - New Delhi,
2. Chapra B.R., 1970, Constitution of India, New Delhi,
3. Rao B.V., 1975, Modern Indian Constitution, Hyderabad,
4. NaniPalkhivala - 1970 Constitution of India, New Delhi,
5. Krishna Iyer, V.R., 2009, Law and Justice, New Delhi,

17BB2027DISASTER MANAGEMENT

Credits: 4:0:0

Course Objectives:

- The aim of the session is to create awareness among participants on Disaster Management Scenario in India
- To understand the Policy and Programmes for Disaster In India
- Roles and Responsibilities of Panchayat, urban and Local bodies in Disaster Management

Course Outcomes:

- Demonstrate the various hazardous situation and its strategical impact
- Application of Sphere Standards Indian context
- Interpretation of laws disaster management act in India
- Acquainting with Disaster Response command system in respective states, and
- Application of Best Practices from Case scenario Studies in India.
- Acquire knowledge of Disaster management and apply in various scenarios

Unit I - Hazard and Vulnerability Profile India: Disaster Management Indian scenario, India's vulnerability profile, Disaster Management Act 2005 and Policy guidelines, National Institute of Disaster Management, , National Disaster Response Force (NDRF) National Disaster Management Authority,

Unit II - Disaster Management: States Disaster Management Authority, District Disaster Management Authority Cases Studies : Bhopal Gas Disaster, Gujarat Earth Quake, Orissa Super-cyclone, south India Tsunami, Bihar floods, Plague- Surat, Landslide in North East, Heat waves of AP& Orissa, 278 Cold waves in UP.

Unit III - Best practices on Disaster Management Bengal famine, best practices in disaster management, Local Knowledge Appropriate Technology and local Responses, Indigenous Knowledge, Development projects in India (dams, SEZ) and their impacts

Unit IV - Logistics Management: Logistics management in specific emergency situation. Rajiv Gandhi Rehabilitation package, Integrated Coastal Zone Management, National Flood Risk Mitigation Project (NFRMP), Mines Safety in India,

Unit V - Crisis Management: Indian Meteorological Department, National Crisis Management Committee, Indian NATIONAL Centre for Oceanic Information System (INCOIS).

References:

1. Disaster Management Guidelines. GOI-UNDP Disaster Risk Reduction Programme (2009-2012).
2. Disaster Medical Systems Guidelines. Emergency Medical Services Authority, State of California, EMSA no.214, June 2003
3. Guerisse P. 2005 Basic Principles of Disaster Medical Management. Act Anaesth. Belg;56:395-401
4. Aim and Scope of Disaster Management. Study Guide prepared by Sharman and Hansen. UW-DMC, University of Washington.
5. Sphere Project (2011). Humanitarian Charter and Minimum Standards in Disaster Response.
6. Satapathy S. (2009) Psychosocial care in Disaster management, A training of trainers manual (ToT), NIDM publication.
7. Prewitt Diaz, J.O (2004). The cycle of disasters: from Disaster Mental Health to Psychosocial Care. Disaster Mental Health in India, Eds: Prewitt Diaz, Murthy, Lakshmi Narayanan, Indian Red Cross Society Publication.

17BB2028HUMAN RIGHTS

Credits: 4:0:0

Course Objectives:

- To create awareness on the Social Rights, Human Rights of Women and Children, Social Practice and Constitutional Safeguards
- Uphold the significance of rights against Female Foeticide, Infanticide, Physical assault
- To understand the various institutions to safeguard the Human Rights in India.

Course Outcomes:

- To apply knowledge on the relevant constitutional provisions
- To know the rights available regarding violations of individuals
- To gain knowledge on Human Rights commission and other institutions available in
- To apply knowledge on safeguards against terrorism and use of weapons

- To know the various redressal system available in India.
- To learn the Procedure for Dealing with Complaints of Human Rights Violation.

Unit I - Concept of Human Rights: Indian and International Perspectives - Evolution of Human Rights - Definitions under Indian and International documents

Unit II - Classification of Human Rights and Relevant Constitutional Provisions: Right to Life, Liberty and Dignity - Right to Equality -Right against Exploitation -Cultural and Educational Rights - Economic Rights - Political Rights - Social Rights.

Unit III - Human Rights of Women and Children: Social Practice and Constitutional Safeguards - Female Foeticide and Infanticide - Physical assault and harassment - Domestic violence - Conditions of Working Women

Unit IV - Institutions for Implementation: Human Rights Commission – Composition - Potential functions of a national human rights institution -National human rights institutions and complaints mechanisms - Judiciary and Human Rights - other Human Rights Institutions in India.

Unit V - Violations of Human Rights and Redressal: Violation by State - Violation by Individuals – Procedure for Dealing with Complaints of Human Rights Violation. Nuclear Weapons and terrorism - Safeguards. Other measures of Protection of Human Rights under Indian Law.

Reference books:

1. Shrimali K. L – “A Search for Values in Education” Delhi (1974) – Vikas Publishers
2. Yogesh Kumar Singh and RuchikaNath – “Value Education” New Delhi (2005) A. P. H Publishing Corporation
3. Venkataram&Sandhiya . N – “Research in Value Education” New Delhi (2001) APH Publishing corporation
4. Ruhela S. P – “Human Value and Education” New Delhi – Sterling publishers
5. Brain Trust Aliyar- “Value Education for Health, Happiness and Harmony” Erode (2004) Vethathiri publications

17BB2029 WOMEN’S RIGHTS

Credits: 4:0:0

Course Objectives:

- To understand on the laws and legal rights for women
- To create awareness on the Women’s Rights against Domestic Violence on Women
- To provide adequate knowledge on protection against Immoral Trafficking and sexual harassment

Course Outcomes:

1. To learn the Indian legal system framework
2. To apply knowledge on the Women’s rights applicable in India
3. To impart the safeguarding mechanisms against Domestic Violence
4. To gain knowledge on the various social welfare laws for women.
5. To know safeguarding laws and rights available for women against Immoral Trafficking and sexual harassment
6. To know the various redressal system available in India for violence against women.

Unit I - Laws, Legal Systems and Change: Definition - Constitutional law, CEDAW and International Human Rights – Laws and Norms – Laws and Social Context – Constitutional and Legal Framework.

Unit II - Politics of land and gender in India: Introduction – Faces of Poverty – Land as Productive Resources – Locating Identities – Women’s Claims to Land – Right to Property - Case Studies.

Unit III - Women’s Rights: Access to Justice: Introduction – Criminal Law – Crime Against Women – Domestic Violence – Dowry Related Harassment and Dowry Deaths – Molestation – Sexual Abuse and Rape – Loopholes in Practice – Law Enforcement Agency.

Unit IV - Women’s Rights: Violence Against Women – Domestic Violence - The Protection of Women from Domestic Violence Act, 2005 - The Marriage Validation Act, 1982 - The Hindu Widow Re-marriage Act, 1856 - The Dowry Prohibition Act, 1961

Unit V - Special Women Welfare Schemes: Sexual Harassment at Work Places – Rape and Indecent Representation – The Indecent Representation (Prohibition) Act, 1986 - Immoral Trafficking – The Immoral Traffic (Prevention) Act, 1956 - Acts Enacted for Women Development and Empowerment - Role of Rape Crisis Centers.

References:

1. Nitya Rao "Good Women do not Inherit Land" Social Science Press and Orient Blackswan 2008
2. International Solidarity Network "Knowing Our Rights" An imprint of Kali for Women 2006
3. P.D.Kaushik "Women Rights" Bookwell Publication 2007
4. Aruna Goal "Violence Protective Measures for Women Development and Empowerment" Deep and Deep Publications Pvt 2004
5. Monica Chawla "Gender Justice" Deep and Deep Publications Pvt Ltd.2006
6. Preeti Mishra "Domestic Violence Against Women" Deep and Deep Publications Pvt 2007
7. ClairM.Renzetti, Jeffrey L.Edleson, Raquel Kennedy Bergen, Source Book on "Violence Against Women" Sage Publications 2001

LIST OF COURSES

Course Code	Name of the Course	Credits
16MS1001	Basics of Business and Management	3:0:0
16MS1002	Extension and Personality Development	1:0:1
16MS2001	Business Accounting	3:0:0
16BB2001	Principles of Management	4:0:0
16BB2002	Business Organization	4:0:0
16BB2003	Business Communication	4:0:0
16BB2004	Managerial Economics	4:0:0
16BB2005	Principles of Marketing	4:0:0
16BB2006	Financial Accounting	4:0:0
16BC2001	Principles of Accountancy	4:0:0
16BC2002	Business Organization and Office Management	4:0:0
16BC2003	Principles of Micro Economics	4:0:0
16BC2004	Financial Accounting	4:0:0
16BC2005	Principles of Marketing	4:0:0
16BC2006	Macro Economics	4:0:0
16MS3001	Organizational Behavior and Management	3:0:0
16MS3002	Marketing Management	3:0:0
16MS3003	Accounting for Managers	3:0:0
16MS3004	Quantitative Techniques for Management	3:0:0
16MS3005	Legal Aspects of Business	3:0:0
16MS3006	Economics for Managers	3:0:0
16MS3007	Human Resource Management	3:0:0
16MS3008	Financial Management	3:0:0
16MS3009	Production and Operations Management	3:0:0
16MS3010	Management Information System	3:0:0
16MS3011	Business Research Methods	3:0:0
16MS3012	Strategic Management	3:0:0
16MS3013	Corporate banking and Insurance Management	3:0:0
16MS3014	Strategic Cost Management	3:0:0
16MS3015	Corporate Taxation	3:0:0
16MS3016	Security Analysis and Portfolio Management	3:0:0
16MS3017	Financial Analysis and Reporting	3:0:0
16MS3018	Microfinance and institutional Role	3:0:0
16MS3019	Financial Markets and Institutions	3:0:0
16MS3020	Financial Services	3:0:0
16MS3021	Financial Derivatives	3:0:0
16MS3022	Wealth Management	3:0:0
16MS3023	Product and Brand Strategies	3:0:0
16MS3024	Social Media Marketing	3:0:0
16MS3025	Sales and Distribution Management	3:0:0
16MS3026	Marketing Research	3:0:0
16MS3027	Consumer Behaviour	3:0:0
16MS3028	Services Marketing	3:0:0
16MS3029	Customer Relationship Management	3:0:0
16MS3030	Retail Marketing	3:0:0

16MS3031	Rural Marketing	3:0:0
16MS3032	B2B Marketing	3:0:0
16MS3033	Supply Chain Management	3:0:0
16MS3034	Total Quality Management	3:0:0
16MS3035	Enterprise Resource Planning	3:0:0
16MS3036	Advanced Production Management	3:0:0
16MS3037	Manufacturing Planning and Control	3:0:0
16MS3038	Service Operations Management	3:0:0
16MS3039	Principles of Six Sigma and Lean Manufacturing	3:0:0
16MS3040	Business Process Reengineering and Value Engineering	3:0:0
16MS3041	Logistics Management	3:0:0
16MS3042	Project Management	3:0:0
16MS3043	Cross Cultural Management	3:0:0
16MS3044	Compensation Management	3:0:0
16MS3045	Labour Legislation and Industrial Relations	3:0:0
16MS3046	Managing Employee Performance	3:0:0
16MS3047	Negotiations Management	3:0:0
16MS3048	Organisational Transformation	3:0:0
16MS3049	Strategic Human Resource Management	3:0:0
16MS3050	Work Place Counselling	3:0:0
16MS3051	Training and Development	3:0:0
16MS3052	Designing Human Resource System	3:0:0
16MS3053	Logistics Concepts and Planning	3:0:0
16MS3054	Warehouse and Distribution Facilities Management	3:0:0
16MS3055	Freight Transport Management	3:0:0
16MS3056	International Logistics	3:0:0
16MS3057	Contract and Reverse Logistics	3:0:0
16MS3058	Supply Chain Concepts and Planning	3:0:0
16MS3059	Materials and Inventory Management	3:0:0
16MS3060	Purchasing and Strategic Sourcing	3:0:0
16MS3061	Marketing Channel Design and Distribution Planning	3:0:0
16MS3062	Decision Modelling in Logistics and SCM	3:0:0
16MS3063	International Business Environment	3:0:0
16MS3064	International Logistics Management	3:0:0
16MS3065	International Trade Procedures	3:0:0
16MS3066	Foreign Exchange Management	3:0:0
16MS3067	International Strategic Management	3:0:0
16MS3068	Global Marketing Management and Research	3:0:0
16MS3069	International Business Law	3:0:0
16MS3070	Foreign Trade Policy	3:0:0
16MS3071	International Project Management	3:0:0
16MS3072	Transportation Management	3:0:0

16MS1001 BASICS OF BUSINESS AND MANAGEMENT

Credit 3:0:0

Course Objective is to provide:

- An overview of the GDP,CPI, Inflation and Devaluation

- Understanding on Leadership and Team building
- Sensitization to Entrepreneurship

Course Outcomes

- At the end of the course, the student will be able to:
- Appreciate Indian Economy
- Connect Cost, Marketing, Manpower and Technology
- Evolve and develop business plans for their novel ideas

Course Description

Understanding, National Income, GDP, CPI, Currency Printing & circulation, Inflation, Devaluation, an overview of Union Budget through visualization of self as RBI Governor and Union Finance Minister - Leadership – Leadership traits for self - Assessing using Managerial Grid - Team Building and Motivation - My experience with Classmates and siblings – Budgeting and Taxes understanding with a help of my family budget and father's tax experience. Creation of once self-financial plan for higher studies (like Engineering, Commerce / Business Administration etc.,). Sales and Negotiations techniques with My mother's experiences in shopping (including online marketing) - bargaining and negotiation skills - Connecting cost, HR, Marketing and Technology in a Business - designing a Business Plan for my Uncle using economic, market conditions and managerial skills, budgeting and taxes, sales and negotiations skill.

Reference Books

1. Paul A Samuelson and William Nordhaus (9th Edition, 2013), Economics, McGrawHill Education, New Delhi
2. Basu, Kaushik (ed.) (2004), India's Emerging Economy, Oxford University Press, New Delhi.
3. Francis Cherunilam, Business Environment, Himalaya Publishing House,
4. Y.K.Bhusan, 19th Edition, (2013), Fundamentals of Business Organisation and management, Sultan Chand and Sons limited, New Delhi.
5. Kavitha Singh, Organisational Behaviour, New Delhi: Pearson Education.
6. Lussier R.N. & Achua C.F. (2007), Effective Leadership, Thomson South-Western.
7. Fernando, A.C. (2011), Corporate Governance - Principles, Policies & Practices, New Delhi: Pearson Education.
8. Balmer.A. (2011), Introduction to Marketing-Theory and Practice, Oxford, Indian Edition.

16MS1002 EXTENSION AND PERSONALITY DEVELOPMENT

Credits: 1:0:1

Course objectives:

- To sensitize the students about the importance of Rural Development in National Development.
- To understand the role of National Service Scheme in Community Development.
- To understand the role of National Cadet Corps in National Development and Security.
- To impart knowledge among students on societal behavioral patterns
- To study the important concepts in Physical fitness and Rules and Regulation of Athletics and Games.

Course Outcomes

At the end of the course the student will be able to

- Understand the problem and the solution for rural community.
- Understand, Impart and make aware the Govt. Schemes to the rural community.
- Be patriotic citizen with values of self discipline and character.
- Knowledge on rules and regulations of sports activity and kindle the team spirit among the youth.

- To be a responsible citizen.

Description

Role of Educational institutions in **rural development** - population growth, illiteracy, unemployment, agricultural sector, health, hygiene, sanitation and nutrition. Objectives of **NSS**- Special Camping Programmes – Awards –green environment and waste management. NCC Activities – Parade Training – Weapons Training–Firing Practice Obstacle Course Training - Adventure Activities. Benefits of NCC. Type of **personality development**, behavioral pattern; social service through societal development. Health education, **physical fitness**, effect of exercise on various body systems, rules and regulations of games & athletics.

References:

1. NSS Manual – 2005, Ministry of Youth Affairs, India.
2. National Service Scheme – Theory and Practices 2005,(Avinashilingam University for Women, Coimbatore)
3. NCC Manual – 2007, DGNCC, New Delhi – 110 066
4. Reddy. A.A. 2001 Extension Education, Sree Lakshmi Press, Bapatla
5. Organizational Behaviour (5th Edition), Fred Luthans - McGraw-Hill Professional
6. Foundation of Physical Education, Charles A Bucher
7. Rules of Sports and Games, M.L. Kamalesh
8. Health Educaion, Dr. Ravindran

16MS2001 BUSINESS ACCOUNTING

Credits 3:0:0

Course Objectives:

This course aims to:

- Introduce Accounting principles and practice
- Impart method of book keeping
- Explain final account preparation

Course Outcomes:

After completing this course, the student should be able to:

- Relate basic accounting concepts
- Demonstrate Double entry book keeping system and various books of accounts
- Preparation of final accounts, etc.

Course Description: This course broadly covers the introduction on Accounting Principles, Branches of accounting, accounting rules, Journalizing, Ledger, Subsidiary Book including cash books-Trial Balance, Preparation of Final Accounts, Depreciation, Provision for bad debts, Cost Account, elements of cost, Preparation of cost sheet, Material cost, Stores Ledger, FIFO, LIFO, Budget and Budgetary control, Preparation of various budgets, Flexible Budget, Production Budget, Cash Budget

Note: Distribution of Marks between Problems and Theory shall be 60% and 40%.

Reference Books:

1. Accounting for Management- N.P.Srinivasan and M.Sakthivel Murugan, S.Chand & Company Ltd., New Delhi.
2. Management Accounting –Sharma and Gupta-Kalyani Publishers,New Delhi.
3. Double entry book Keeping-T.S Grewal,Sultan Chand & Sons, New Delhi.

4. Cost Accounting – Jain and Narang, Kalayani Publishers
5. A.Mukherjee, M.Hanif, Modern Accountancy, Law Point Publications

16BB2001 PRINCIPLES OF MANAGEMENT

Credits 4:0:0

Course Objectives:

This course aims to:

- Introduce the students to learn principles, concepts and functions of management.
- Impart type of business organization
- Introduce recent trends in management process

Course Outcomes:

After completing this course, the student should be able to:

- Relate the nature and types of business organizations
- Demonstrate the Principles & functions of Management
- Relate the Process of decision making

Course Description: This course begins with an introduction to management and its basic definitions, nature and scope of management. Various Scientific approaches to managements, meaning, purpose and various types of planning, types of planning, decision making and types of decisions. This covers the topics such as Organizing, various types of organizing, Organizational structure, Staffing, Recruitment process, Motivation, Directing, and modern trends in management process with case studies.

Reference Books:

1. L.M.Prasad (2012), Principles of Management, Sultan Chand and Sons, New Delhi
2. Harald Kootnz (2012), Essentials of Management (8E), Tata McGrawHill.
3. R.C.Bhatia (2013), Principles of Management, Sterling Publishers, New Delhi
4. Rajeesh Viswanathan (2010), Principles of Management: Concepts and cases (1st Edition), Himalayas Publishing House, Mumbai
5. F.W.Taylor (2008), The Principles of Scientific Management, Dodo Press.

16BB2002 BUSINESS ORGANISATION

Credits 4:0:0

Course Objectives:

This course aims to:

- Impart the fundamental principles and concepts of business organization
- Introduce the legal formalities in setting up of an organization.
- Explain the impact of finance to form business organization

Course Outcomes:

After completing this course, the student should be able to:

- Visualize the Classification of business activities
- Form the business entity
- Analyze the various strategies of establishing new business unit

Course Description: This course broadly covers the definition of business activities, scope of doing business, characteristics and objectives of Business Organization, Evolution of business organization, Establishing a new units, plant location, layout, forms of Business Organization such as Sole Proprietorship, Partnership, Joint Stock Companies & Co-operatives – limited liability partnership (LLP),

different types and forms of mergers, takeovers, acquisition, Business Finance, sources of finance, Security Market, Money Market, Study of Stock Exchange & SEBI.

Reference Books:

1. Y.K. Bhusan (2013), Fundamentals of Business Organization and Management, Sultan Chand and Sons.
2. Rajendra P Maheswari & Mahajan (2012), Business Organization, International Book House.
3. R.C. Bhatia (2011), Business Organization, Ane Books, New Delhi
4. Tulsian (2002), Business Organization and Management, Pearson India
5. Sherlekar (1990), Modern Business Organization and Management (5th), Himalaya Publishing House Pvt Ltd, Mumbai

16BB2003 BUSINESS COMMUNICATION

Credits 4:0:0

Course Objective: To enable the students to learn the nuances of good communication.

This course aims to:

- Introduce the students with of good communication skills
- Impart the essentials of business correspondences
- Explain the various role of technology in modern communication

Course Outcomes: On successful completion of this course, the students should have understood

- Demonstrate the Methods of communication in Business World
- Execute the art of writing business letters with right format
- Relate the role of technology in modern communication

Course Description: This course broadly covers the essentials and importance of Business Communication, Methods of Communication, Communication Barriers, Communication through letters, Layout of letters business enquiries, Offers and Quotations, Orders, Claims, Complaint letters, Status enquiries, Bank correspondence, Correspondence of company secretary with share holders and directors, Agenda, Minutes, Communication through reports, Contents, Reports by individuals, Committees, Annual report, Application for appointment, reference and appointment orders, Modern Communication, Role of technology in Communication.

Reference Books:

1. Rajendra Pal Korahill (2012), Essentials of Business Communication, Sultan Chand & Sons, New Delhi.
2. Shalini veram (2014), Business Communication: Essential strategies for 21st century managers, S.Chand Publishing
3. Courtland L. Bovee (2011), Business Communications Essentials, Palgrave India.
4. Ramesh, MS, & C. C Pattanshetti (2003), Business Communication, R. Chand & Co, New Delhi.
5. Rodriquez M V (2003), Effective Business Communication Concept, Vikas Publishing Company.

16BB2004 MANAGERIAL ECONOMICS

Credits 4:0:0

Course Objective:

This course aims to:

- Impart students with the principles and concepts of Business Economics
- Introduce the marginal utility of modern business
- Explain the structure of market and Governments intervention in Business

Course Outcomes:

After completing this course, the student should be able to:

- Relate objectives of business firms and its activity
- Identify the Factors of production and BEP for better productivity
- Compare various competitions and price administration to tackle competition

Course Description: This course broadly covers the objectives of business firms, Demand analysis, Law of Demand, Elasticity of demand, Production function, Factors of production, Cost and Revenue Curves – Break-even-point (BEP) analysis, Market structure and prices, Pricing under perfect Competition, Pricing under Monopoly, Pricing under Monopolistic competition, Oligopoly, wages , Marginal productivity theory, Interest, Theories of Profit, National Income, Fiscal Policy and Monetary Policy

Reference Books:

1. S. Sankaran (2012), Business Economics, Margham Publications
2. H.L.Ahuja (2007), Business Economics, S. Chand & Company
3. D.D. Chaturvedi (2015), Business Economics, Kitab Mahal
4. Puneet Bhatia (2012), Business Economics: CS Foundation, Taxmann's Publication
5. John Sloman (2004), Economics for Business, Pearson Education.

16BB2005 PRINCIPLES OF MARKETING

Credits 4:0:0

Course Objective:

This course aims to:

- Impart with the basic principles of marketing management
- Introduce the life cycle of any product and its strategies
- Elaborate the various pricing strategies adopted by sellers

Course Outcomes: This course aims to:

After completing this course, the student should be able to:

- Demonstrate various stages of Product life cycle and its strategical impart
- Relate secrets behind pricing of products and services
- Elaborate ways and means of creating “brand” for a given product or service

Course Description: This course broadly covers the basic concepts of marketing such as definition, importance, functions, marketing environment, buyer behavior, market segmentation, Targeting, Positioning (STP), Marketing Channel, Marketing Mix, Product Life Cycle (PLC), Management of physical distribution, Marketing risks, Branding Decisions, Brand Identity-Brand Personality -Positioning and leveraging the brands-Brands Equity.

Reference Books:

1. Sherkelar (2010), Marketing Management, Himalaya Publishing House
2. R.S.N Pillai and Bagavathi (2010), Marketing Management, S.Chand and Company

3. Rajan Saxena (2015), Marketing Management, McGrawHill
4. Philip Kotler (2010), Marketing Management (13th), Pearson Limited
5. Cundiff and Still (1988), Essentials of Marketing, Prentice Hall India.

16BB2006 FINANCIAL ACCOUNTING

Credits 4:0:0

Course Objective:

This course aims to:

- Explain basic knowledge of Accounting principles and practice
- Impart the way of book keeping
- Give input to the students with final account preparation

Course Outcomes:

After completing this course, the student should be able to:

- Relate accounting concepts and conventions that are used in Financial Statements
- Execute Double entry book keeping system and
- Prepare the final account, BRS and depreciation account

Course Description: This course broadly covers the basic Accounting Concepts, Kinds of Accounts, Double Entry Book Keeping, Preparation of Journal and Ledger Accounts, Subsidiary books, Trial Balance, Final Accounts of Sole Proprietorship with simple adjustments – Rectification of Errors, Bank Reconciliation Statement, Accounting for Depreciation – Overview of Inventory

Reference Books:

1. Grewal, T.S (2015), Double Entry Book Keeping, Sultan Chand Limited
2. Jain and Narang (2014), Advanced Accountancy, Kalyani Publishers
3. Shukla and Grewal (2014), Introduction to Accountancy, S. Chand and Company
4. Gupta R.L (2013), Advanced Accountancy: Theory, methods and applications, Sultan Chand and Sons
5. S.N.Maheswari (2009), Problems and solutions in advanced accountancy, Vikas Publication House.

16BC2001 PRINCIPLES OF ACCOUNTANCY

Credits 4:0:0

Course Objectives: To enable the students to learn principles and concepts of Accountancy.

This course aims to:

- Analyze the financial statement for decision making
- Get insight in compiling, organizing and presenting accounting data
- Explain the accounting standards

Course Outcomes:

After completing this course, the student should be able to:

- Relate accounting concepts that are used in financial statements
- Critically evaluate financial statement Information
- Maintain books of Accounts

Course Description: This course broadly covers the fundamentals of Book Keeping – Accounting Concepts and Conventions – Journal – Ledger – Subsidiary books – Trial balance – overview of AS – IndAS (IFRS), Final accounts of a sole trader with adjustments – Errors and rectification, Bill of exchange- Accommodation bills – Average due date – Account current, Accounting for consignments and

Joint ventures, Bank Reconciliation statement – Receipts and Payments and income and expenditure account and Balance sheet – Accounts of professionals

Note: Distribution of Marks between problems and theory shall be 80% and 20%.

Reference Books

1. N.Vinayakam, P.L.Mani, K.L.Nagarajan, Principles of Accountancy, 4th edition, (1975), S.Chand & Company Ltd.,
2. T.S.Grewal, Introduction to Accountancy, (2009), S.Chand & Company Ltd.,
3. R.L.Gupta, V.K.Gupta, M.C.Shukla, Financial Accounting, 3rd edition, (2014), Sultanchand & sons
4. P.C.Tulsian, Advanced Accountancy, 1st edition, (2004), Tata McGraw Hill
5. A.Mukherjee, M.Hanif, Modern Accountancy, 2nd Edition (2012), Tata McGraw Hill

16BC2002 BUSINESS ORGANISATION AND OFFICE MANAGEMENT

Credits 4:0:0

Course Objectives:

This course aims to:

- Explain principles and concepts of Business
- Explain the various sources of finance in business
- Have insight in business office arrangements

Course Outcomes:

After completing this course, the student should be able to:

- Relate Nature and types of business organizations and Process of decision-making.
- Apply the formalities to set up a new business
- Execute a blue print of an office

Course Description: This course broadly covers the nature and scope of Business, Forms of business organization, Companies and Co-operative Societies, Public Enterprise, Location of Business, Factors influencing location, Sources of Finance – Shares, Debentures, Public Deposits, Bank Credits and Trade Credits – Relative Merits and Demerits, Stock Exchange - Functions – Procedure of Trading – Functions of SEBI – DEMAT of shares- Trade Association-Chamber of Commerce, Office – Its functions and significance – Office layout and office accommodation – Filing and Indexing, Office machines and equipments – Data Processing Systems – EDP –Uses and Limitations – Office Furniture

Reference Books

1. Y.K.Bhushan, Business Organisation and Management, 19th edition, 2003, Sultanchand & sons
2. Saksena, Business Administration and Management (2007), Sahitya Bhawan Publications
3. Singh.B.P & Chopra, Business Organisation and Management, Dhanpat Rai & sons
4. Shukla, Business Organisation and Management (2008), S.Chand & Company Ltd.,
5. R.K.Chopra, Office Management, Himalaya Publishing House

16BC2003 PRINCIPLES OF MICRO ECONOMICS

Credits: 4:0:0

Course Objectives:

This course aims to:

- Explain the basic tools and methods of economic analysis.
- Know the market conditions of the economy
- Explain the cost and revenue concepts

Course Outcomes:

After completing this course, the student should be able to:

- Relate the concepts, methodology and the behaviour of the economic agents as a consumer and a producer.
- Demonstrate the micro economic theories.
- Implement strategies based on market condition

Course Description: This course broadly covers the basic concepts of Economics, Micro and Macro approach, Economic laws, Theory of consumer behavior, Law of Demand, Indifference curve analysis, Elasticity of demand, Types and Degrees, Measurement, Factors influencing elasticity of demand, Factors of Production, Laws of returns, Cost and Revenue, Market Structure, Monopolistic Competition, Oligopoly

Reference Books

1. Dr. S. Sankaran Micro Economics 7th Edition, (2012), Margham Publications, Chennai, 2000.
2. H.L. Ahuja Principles of Micro Economics, A New Look at Economic Theory, 21st Edition, (1996) S Chand Company Ltd., New Delhi (1996)
3. Misra and Puri Advanced Micro Economics, (2001), Himalaya Publishing House, Mumbai, 1996.
4. M.L. Jhingan Micro Economic Theory, 7th Edition, (2014) Vrinda Publications Ltd., New Delhi,
5. V. Lokanathan, Principles of Economics, Economic Analysis, (2003) S. Chand & Co., New Delhi.

16BC2004 FINANCIAL ACCOUNTING

Credits 4:0:0

Course Objectives:

This course aims to:

- Explain financial accounting concepts in department and branch
- Explain the different methods of depreciation
- Familiarize the final account preparation, using single entry system

Course Outcomes:

After completing this course, the student should be able to:

- Get the practical applications of accounting
- Demonstrate accounting calculations
- Prepare accounts for Depreciations, Reserves and Hire Purchase Trading Accounts

Course Description: This course broadly covers the Accounting for Depreciation, methods of providing depreciation, Reserves and Provisions, Investment accounts, Royalty excluding Sublease, Single Entry system-meaning and features, Statement of affairs method and Conversion method, Departmental accounts, transfers at cost or selling price, Branch excluding foreign branches, Hire purchase and installment systems including Hire Purchasing Trading account- Goods on sale or Return

Reference Books

1. R.L.Gupta & M.Radhasamy, Advanced Accountancy, 6th Edition, (2009) Sultan Chand & sons
2. S.P.Jain & K.L.Narang, Advanced Accountancy, 20th edition, (2014) Kalyani Publishers
3. M.C.Shukla & T.S.Grewal, Advanced Accountancy, 18th Edition, (2010), S.Chand
4. S. N Maheswari & S K Maseswari, Advanced Accountancy, 10th Edition, (2008) Vikas Publication

16BC2005 PRINCIPLES OF MARKETING**Credits 4:0:0****Course Objectives:**

This course aims to:

- impart the fundamentals concepts and theories of marketing;
- introduce the marketing environment to the learners;
- Explain the marketing plans and marketing strategy to participate in the competing market.

Course Outcomes:

After completing this course, the student should be able to:

- visualise the applications of marketing goods and services;
- segment the market with the given product or service;
- analyse and compare the market conditions.

Course Description: This course broadly covers the basics of marketing, Global Marketing, E-marketing, Tele marketing, Marketing Ethics, Marketing functions, Standardization, Market Information System, Consumer Behaviour, Factors influencing consumer behavior, Market segmentation, Targeting, positioning (STP), Customer Relations Marketing, Marketing Mix, Stages of Product life cycle, Marketing Channels, Marketing and Government, Bureau of Indian Standards, Agmark, Consumerism, Green Marketing

Reference Books:

- 1 Rajan Sexena, Marketing Management, 4th edition, (2013), Tata McGraw Hill Education (India) Private Limited
- 2 Philip Kotler & Gary Armstrong, Principles of Marketing – A South Asian Perspective, 13th edition, (2010), Pearson India
- 3 V.S. Ramasamy and Namakumari, Marketing Management, 3rd edition, (2002), Macmillan India Ltd
- 4 William G.Zikmund & Michael D'Amico, Marketing, 6th edition, (1998), South-western, Division of Thomson Learning
- 5 R.S.N.Pillai & Bagavathi, Marketing, 1st edition, (2010), S.Chand Publishing

16BC2006 MACRO ECONOMICS**Credits 4:0:0****Course Objectives**

This course aims to:

- Explain the macro aggregates
- Expose to various macro- economic aspects of Keynesian economics.
- Introduce the economic environment

Course Outcomes:

After completing this course, the student should be able to:

- Exhibit the skill of the functional relationship between macro aggregates
- Relate the to macro-economic aspects in Keynesian and Post- Keynesian economics
- Predict the economic and market behavior

Course Descriptions: This course broadly covers the nature and scope of Macro Economics, National Income and Social accounting, theories associated with Macro Economics, Theory of effective demand, Involuntary unemployment & Full employment, The consumption function, concept of multiplier, determinants of investment, liquidity preference and rate of interest, Principle of acceleration, The rate of Interest & General Equilibrium, Interaction of IS & LM Function, shifting of IS function, Shifting of LM function, Macro economic policies and objectives, Philip's curve, trade off and non - trade off.

Reference Books

1. K.R. Gupta, Macro Economics, (2008), Atlantic Publishers
2. Dr. S. Sankaran, Macro Economics, (2004), Margham Publications, Chennai,
3. M.L. Jhingan, Macro Economics, Konark Publishers Pvt. Ltd., New Delhi, 2006.
4. Dr.Cauvery R and Others, Macro Economics,(2004), S. Chand & Company Ltd., New Delhi, 2004.

16MS3001 ORGANIZATIONAL BEHAVIOR AND MANAGEMENT

Credits: 3:0:0

Objectives:

- to learn management concepts
- to better understand themselves as individuals in order to carefully manage and
- to obtain the desired Outcome from their teams and organization's dynamics.

Outcome:

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

- The principles underlying organizational behavior
- Behavioral processes and personality
- Application of leadership and motivational theories and
- To communicate effectively among groups.

Course Description: Management – POSDCORB –theories of management- Structure of organization – Delegation, Departmentation , Direction. OB -Importance , Contributing disciplines , Hawthorne studies , Approaches to OB. Emotional Intelligence vs Spiritual intelligence, Personality - concepts, theories - Perception , Motivation – group formation – norms – cohesiveness - group decision making – team building – conflicts and negotiation - Leadership - Leadership theories and styles, - Communication - interpersonal communication - Methods to improve interpersonal Communication. Organizational design - Organizational culture – OCTAPACE – organizational change: approaches and resistance to change – Levin's three steps model- OD interventions – sensitivity training- process consultation- survey feedback .

Reference Books

1. Stephen P Robbins, Timothy A Judge, Neharika Vohra (2011), Organizational Behaviour (14th edn.), New Delhi, Pearson Education
2. Harold Koontz and Heinz Weihrich (2008), Essentials of Management (7th edn.) Tata McGraw Hill.

3. Nelson, D.L., and Quick, J. C. (2008), Organisational Behaviour: Foundations, realities & Challenges (5th edn.), India: Cengage Learning.
4. Slocum, J.W., & Hellriegel, D, (2008), Fundamentals of Organisational Behaviour, (2nd edn.), India: Cengage Learning.
5. Umasekaran, (2004), Organizational Behaviour, (2nd edn.), New Delhi, Tata McGraw Hill.

16MS3002 MARKETING MANAGEMENT

Credits: 3:0:0

Objectives:

This course aims to orient the participants towards principles and basic tenets of marketing discipline and make the participants to:

- Think strategically about marketing
- Use key frameworks to analyze situations and make decisions
- Understand how to create a strong marketing place

Outcome:

- Evaluate and employ basic elements of marketing
- Convert 4Ps to 4Cs
- Use current trends in marketing planning and analyse the market
- Use principles of buyer behavior to make strategic marketing decisions

Course Description: Marketing Principles - Evolution, Concepts, Functions, Creating customer value, satisfaction and loyalty. Marketing Essentials- Industrial and individual buyer behavior: Marketing Research – MIS – Marketing Audit – Marketing Ethics. Strategic Marketing Approaches - Segmentation - Targeting - Positioning (STP) –Industrial Markets; Creating Brands and Brand Equity –Marketing Mix - Product: Product life cycle - Pricing: Approaches, Methods; Price setting procedures – Channel Levels, Dynamics; Retailing, wholesaling, Retail Marketing and Online marketing– Logistics management Promotion: Tools - Advertisement, Sales promotion, Personal selling, Public relations. Strategic Marketing - Portfolio Models – Competitor Analysis – Customer Analysis - Strategies for Leaders, Challengers, Followers and Nichers – Internal marketing – Bench marking – Marketing modeling Approaches - Strategic Implementation and Controls.

References:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, “Marketing Management”, 13th Edition, Pearson Education [South Asian Edition].
2. Wilson and Gilligan , Strategic Marketing Management: Planning Implementation & Control Viva (Latest Edition).
3. Etzel, Stanton and Pandit, George Marakas, “Marketing Concepts and Cases”, 12th Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.
4. Kurtz and Boone, “Principles of Marketing”, 12th Edition, Cengage Learning India Pvt. Ltd., 2007
5. Rajen Saxzena, “Marketing Management”, 3rd Edition, Tata McGraw -Hill Publishing Company Ltd., 2006

16MS3003 ACCOUNTING FOR MANAGERS

Credits: 3:0:0

Objectives:

This course aims;

- To develop an insight of principles and techniques of accounting
- To focus on understanding, financial, cost and management accounting with its applications in different managerial situations
- To interpret, analyse and take decisions - depending on the business situations

Outcome:

- Student will be able to understand, analyze and interpret the Corporate financial statements.
- Exposure to the global trends in Accounting.
- Able to construct and interpret the cash flow statements according to / AS-3.
- Enabling the application of Costing and Budgets.

Course Description: Financial Accounting - Accounting Concepts and Conventions – Golden Rules of Accounting, Preparation of Final Accounts - Accounting Standards –Indian Vs US GAAP – An overview of International Financial Reporting Standards (IFRS), Financial Statement Analysis – Tools and Techniques used - Trend Analysis - Ratio Analysis with inferences, Cash Flows - Preparation and Analysis of Cash flows as per AS-3 requirements - Fund flow - Statement of Changes in Working Capital -Fund flow statement, Cost Accounting - Cost Concepts and Classification - Methods of Costing – Preparation of Cost Sheet – Marginal Costing: CVP- Break-even analysis - An overview of Cost Accounting Standards. Standard Costing – Types of Standards – Analysis of Variance – Budgeting: Types and Techniques – Numerical problems on Cash and Flexible budgets.

References:

1. Khan MY & Jain PK : Management Accounting 4th edition McGraw Hill, 2007
2. Jain SP & Narang KL: Cost Accounting, Kalyani Publishers, New Delhi, 12th Edn., 2010
3. Narayanaswamy R. - Financial Accounting A Managerial perspective 2nd edition, PHI, 2005
4. John Hampton, Financial Decision Making, concepts, problems and cases, Prentice Hall, 1999
5. Bhattacharya and John Deardon, Accounting for Management, Vikas Publishing House, 2004

16MS3004 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Credits: 3:0:0

Objectives:

The objective of this course is to make the students;

- To understand collection and compilation of data, information and presentation of data
- To gain “Statistical Thinking”
- To gain knowledge in sampling, standard error, level of significance
- To know the various distribution, frequency and measures of the proportions
- To understand what kind of data is required for what kind of decisions.

Outcome:

- Drawing meaningful conclusions from application of statistical tools.
- Thorough knowledge of Statistics enables to apply and associate with real situations.
- Helps to understand data and enables them to make sound decisions based on its analysis.

Course Description: Introduction To Statistics – Scales of Measurement – Basic statistical concepts: Population, sample, Types of Statistics, Parameter and Statistic- Frequency Distribution: Relative frequency, Cumulative frequency – Graphical presentation of Data, Measures Of Central Tendency –

Mathematical Averages – Relationship between Arithmetic mean, Geometric mean and Harmonic mean-
 Positional Averages: Median, Mode – Partition values : Quartiles, Deciles, Percentiles Importance ,
 Merits and Demerits of the various Measures of central tendency. Standard deviation, coefficient of
 variation – Chebyshev’s theorem – Measures of Shape: Skewness, coefficient of skewness and kurtosis,
 Probability - Bayes’ Theorem, Probability Distribution Random Variables – Discrete Probability
 distribution: Mean, Expected value, variance, Standard deviation, Binomial Distribution , Poisson
 Distribution , Normal approximation of binomial probabilities. Estimation & Confidence Intervals-
 Testing Of Hypothesis: Z statistics - F test- Chi Square Test: Goodness of Fit test, Test of Independence,
 Test of homogeneity, Correlation & Regression, Time Series & Forecasting: Moving averages
 & Weighted averages, Quantitative methods for Forecasting- Smoothing techniques, trend analysis,
 Seasonal variation

References:

1. Naval Bajpai, Business Statistics, Pearson, 2010
2. Levin, Rubin, Statistics for Management, PHI, 2009
3. Anderson, Sweeney, Statistics for Business and Economics, Cengage, 2009
4. Aczel ,Sounderpandian, Complete Business Statistics, Tata McGraw Hill, 2009
5. Beri, Business Statistics Tata McGraw Hill 2010

16MS3005 LEGAL ASPECTS OF BUSINESS

Credits: 3:0:0

Objectives:

At the end of the course, the students should be able to understand:

- The basic provisions of Indian Contract Act 1872, Sale of Goods Act 1930 and Negotiable Instrument Act 1881
- The overview of Indian Companies Act 1956, Consumer protection Act 1986 & Right to information Act 2005, and Intellectual Property Laws.

Outcome:

Upon completion of the course, the students should be able to:

- Acquire a fundamental knowledge about the business laws
- Apply the concepts of various provisions in business
- Address the business needs on various legal aspects

Course Description:

Contract Act 1872 - Nature and Kinds of Contract - Essentials of valid contract - Discharge of contract – Remedies for Breach of Contract, Bailment And Pledge — duties and rights of Bailor and Bailee. Pawnee and pawnor, Contract Of Agency – definition,– creation and termination of agency, Sale Of Goods Act 1930 Principles - Conditions and warranties - Performance of contract of sale, Negotiable Instrument Act 1881, Indian Companies Act 1956 - Definition - Nature of company - Formation of company - Promotion – Incorporation – Memorandum of Association – Article of Association – Raising of Capital - Share and its types – Duties and liabilities - Winding up modes, Consumer Protection Act 1986 - Consumer Disputes redressed agencies. Right To Information Act 2005 –Intellectual Property Laws - Patent Act 1970 - Procedures and application for patents - Surrender and Revocation – Infringement and remedies. Copy Right Act 1957 - Registration – Assignment and licensing – infringement and remedies. Trademark Act 1999: Procedure for registration – refusal of registration – infringement – registered user.

References:

1. Bansal .C.L , “Business and corporate laws”, Excel books, New Delhi, 1st edition, Reprint 2011.
2. Ravindar Kumar, “Legal Aspects of Business’ Cengage Learning India, 2nd edition, 2011.

3. Kapoor .N.D., "Elements of merchantile law" 22nd Reprint (2011), Sulthan Chand and Sons, New Delhi, 2006
4. Akhileshwar Pathak, Legal Aspects of Business, TATA McGraw Hill Education P Ltd, New Delhi, 4e (2010)
5. Tulsian, "Business Law", 2nd Edition, (2007), TATA MC Graw Hill, New Delhi.

16MS3006 ECONOMICS FOR MANAGERS

Credits: 3:0:0

Objectives:

This course is designed;

- to learn both micro and macro economics concepts and tools of analysis of business decisions.
- to decide and provide solutions to different managerial problems in various challenging business environmental situations.

Outcome:

- to enhance the ability of the students to apply fundamental economic concepts in business decisions.
- to understand how companies react according to business cycles and market competitions.

Course Description: Introduction To Economics - an overview - optimization technique - nature of the firm-Objective of business firm. Market equilibrium-analysis of demand and supply-elasticity supply concepts - demand forecasting techniques. Production And Cost Analysis - Production function –short run,long run law of production-law of returns to scale -Cost and revenue concepts-short run, long run cost-output relationship. Market Structure - Market structure and pricing -monopoly-monopolistic competition-duopoly-oligopoly–payoff matrix-game theory and oligopoly. Overview Of Macroeconomics - policy-aggregate supply and demand –National accounts-real vs nominal GDP - India's National Accounts-Price indexes. Consumption -savings-investment. Business Cycle - Fiscal and monetary policy - Reserve Bank of India- functions- fiscal-monetary mix- budget- unemployment-measuring unemployment-labour market issues- Inflation-economic impact of inflation-The Philips Curve- Human Development Indicators - Sustainable development issues.

References:

1. Dwivedi, D.N, Managerial Economics, Vikas publishing house Pvt.Ltd, New Delhi.(Seventh Edition)
2. Paul A Samuelson and William D. Nordhaus, Macroeconomics, McGrawHill Publication, New Delhi.(19th Edition)
3. Mankiw, Principles of Macroeconomics, Cengage Learning India Private Limited, New Delhi. (Fourth Edition)
4. Craig H. Petersen, W.Cris Lewis and Sudhir K.Jain , Pearson Education, Inc. New Delhi (Fourth Edition).
5. Varshney R L & Maheswari K L., Managerial Economics , Sultan Chand & Sons, New Delhi

16MS3007 HUMAN RESOURCE MANAGEMENT

Credits: 3:0:0

Objectives:

To equip the course participants:

- To gain an understanding of operational functions of HR
- To frame appropriate policies and procedures
- To align the human resources of the organizations with business strategy

Outcome:

- The prospective managers shall be prepared to evolve HR policies and procedures for the operational functions of HR in organizations.
- The students shall be empowered to meet HR challenges, as economic downturn has destabilized many industries, organizations and functions.

Course Description: Nature And Scope Of HRM : Functions and Objective – organization of functions – HR policies and procedures – HRM Models – HRM and environmental scanning – linkage with Strategic HR – barriers to strategic HRM - Role of HRM in strategic Management, Human Resource Planning - Factors affecting HRP – Planning Process – requisites of successful HRP – Analyzing work and Designing jobs: Job Analysis and Competitive advantage – process of Job Analysis – competency based job analysis – contemporary issues in job design – Recruiting and Selecting Human Resources, Training, Development And Career Management – Appraising and Managing Performance - Managing Basic Remuneration - components of remuneration – remuneration plans and business strategy – incentives and performance based payments, Motivation In Action – empowering employees – separations and rightsizing –Industrial Relations: - approaches to IR – parties to IR – resolving disputes – Trade Unions – ethical issues in HRM e-HR: - e-HRM – e-HR Activities – e-Recruitment – e-Selection – e Performance Management - e-Learning – e-Compensation, Human Resource Management In Organizations - Challenges and Crises facing HR Management Challenges –HR Management Roles-HR Management Competencies and Careers

References:

1. K. Aswathappa, “Human Resource Management – Text and Cases”, 2011, Tata McGraw Hill
2. Gary Dessler and Biju Varkkey (2008) Human Resource Management, Pearson Education: South Asia
3. Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, “Human Resource Management”, 2012, Cengage Learning
4. Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, “Fundamentals of Human Resource Management”, 2007, Tata McGraw-Hill Publishing Company Limited
5. V.S.P. Rao, “Human Resource Management”, 2008, Excel Books

16MS3008 FINANCIAL MANAGEMENT

Credits: 3:0:0

Objectives:

This course aims;

- To develop an insight on management of finance and resources available
- To focus on crucial topics namely, cost of capital, capital structure, working capital and capital budgeting, thereby leading to better decision making by the to-be financial managers.

Outcome:

- Students learn to analyse the financial requirements, cost of raising finance, and financial

stability with the help of EBIT and EPS analysis

- Students demonstrate independent decision-making skills with respect to Investment and Dividend decisions.
- Students gain understanding of International Finance and the scope of financial markets abroad.

Course Description: Overview Of Financial Management - Wealth Maximization criterion- Planning Environment – Key decisions of Financial Management– Time Value of Money- rationale, Present Value, Future value and compounding techniques (problems).Capital Structure & Leverages - Analysis of Operating and Financial Leverages (problems) – Capital Structure Theories – Net Income approach, Net Operating Income approach, Modigliani & Miller approach, Traditional approach and Tax Planning – Cost of Capital- Importance-computation of overall cost of capital (problems) – EBIT and EPS analysis. Investment Decisions & Valuations - Sources of Funds – Angel investors – Venture capital - Capital Budgeting – Capital Rationing – Evaluation Techniques – Principles of valuations; Valuation of Bonds and shares (problems).Working Capital Management - cycle, cash cycle and Determinants of working capital - Estimation of Working Capital requirement (problems). Cash management - Receivables Management - Inventory Management, Dividend And Retention Policies, Dividend practices in manufacturing and IT companies; Dividend models (problems). Financial Management in PSUs.

References:

1. Khan MY & Jain PK, Financial Management, Text, Problems and Cases, McGraw Hill, 2010
2. Prasanna Chandra, Financial Management, Tata McGraw Hill
3. Braily Meyers: Corporate Finance, McGraw Hill, 2006
4. John Hampton, Financial Decision making, Problems, text and cases, Prentice Hall of India, 1999
5. Geert Bekaert & Robert J. Hodrick, International Financial Management, PHI Learning Pvt.Ltd., 2011

16MS3009 PRODUCTION AND OPERATIONS MANAGEMENT

Credits: 3:0:0

Objectives:

- To learn how to produce goods and services of right quality and quantity at the right time and right manufacturing cost
- To understand the various factors influencing Efficiency, Productivity, Economy, Quality and reduced processing time
- To understand the importance of Planning in Production management and to learn the various tools available for Production planning
- To learn to process of optimizing the production process through proper process and layout planning
- To understand the principles behind Total Quality Management and learn the tools for Quality management

Outcome:

- To understand the link between the organizational Strategy and production strategy in a highly competitive global environment.
- To compete on the basis of product design, cost or quality.
- To evaluate the key performance measures such as product design, manufacturing quality, response time, engineering and distribution, is essential for competitive success and long term survival
- To familiarize with various production processes and service systems, and to make quantitative analysis of problems arising in the management of operations.

Course Description: Introduction - Products and Services Concepts- Characteristics and Different Systems - Heritage of Operations Management Discipline.- Operations Strategies in Global Economy- Competitive Priorities- Elements of Operations strategy, Competitive Positioning of Products and Services- Strategic and Tactical Decisions of Operations Management - Concept of Productivity, Product And Process Strategy - - New Product Development-Design for Manufacturability, Design for Selling, Design for Quality, DFX- Product Life Cycles and Manufacturing Strategies for different stages in product life cycle- Types of production system Standardization and Simplification. Value Engineering, Layout And Location Strategy - Types - Advantages and Disadvantages-Cellular Layouts - Line Balancing.- Factors Affecting Location Decisions- Methods of Evaluating Location Alternatives - Materials Management And Inventory Control, Production Planning In Manufacturing-Aggregate Planning And Master Production Scheduling - methods- Master production scheduling - Materials Requirement Planning - MRP system - Lot-Sizing Technique, Quality Management - Quality Systems - Dimensions of Quality- ISO 9000 and ISO 14000 Standards - Statistical Concepts in Quality Control - Control Charts for Variables, Attributes-Total Quality Management- PDCA cycle- 7QC Tools -5S - Non Value Adding activities- 7 Wastes, Total Preventive Maintenance -Waste elimination, Benefits and Pillars.

References:

1. Heizer, Barry Render, Jagadeesh Rajashekhar, Operations Management, Pearson 2009
2. Paneerselvam, Production and Operations Management, PHI 2009
3. Gaither , Frazier , Operations Management, Cengage Learning 2009
4. Richard, Chase ,Jacobs, Aquilano Operations Management for Competitive Advantage,Tata McGraw- Hill 2010
5. Chary, Productions and Operations Management Tata McGraw- Hill Publishing 2009

16MS3010 MANAGEMENT INFORMATION SYSTEM

Credits: 3:0:0

Objectives:

At the end of the course, the students should be able to understand:

- Fundamentals of information system
- E-commerce and functional business systems
- Computer networks and its security issues
- Knowledge about infrastructural requirement for IT in an organization

Outcome:

Upon completion of the course, the students should be able to:

- Acquire a fundamental knowledge about MIS in business
- Apply the concepts of information systems in business
- Address the business needs for e-commerce and the Internet

Course Description: Fundamentals Of Information Systems - Historic development of MIS - Artificial Intelligence.- Concept of MIS - Managerial challenges of information systems, Information Systems - Types - Operations support system - Management Support System - Management Information System-DBMS - Functions-advantages and disadvantages-Types of data bases - Data base structures. E-Commerce & Functional Business Systems, ERP - Meaning - Benefits/Challenges in implementing /trends/causes of ERP failures. Networks And Security Management Types of Telecommunications Networks - LAN,MAN,WAN - Topology- Meaning and uses of cloud computing in business – Role of intranet, extranet in business-Wireless technologies -Internetworked security defenses - Other Security measures, Infrastructure & Management Of It - Implementing business systems (Process/activities) -

Information System Planning (ISP) process and need - Hardware requirements - Software requirements - Service requirements –Managing the information system function - Failures in IT management.

References:

1. James A O'Brien & George M Maracas, "Management Information System", 7th edition (2008), Tata McGraw Hill Companies, New Delhi.
2. Lisa Miller, "Management Information System", Pearson Education
3. P.T.Joseph,S.J.Sanjay Mohapatra, "Management Information System in Knowledge Economy", 1st Edition (2008), PHI Learning Pvt Ltd, New Delhi.
4. Haag, S., Cummings. M., and Phillips, A. (2008), Management Information System, 6th Edition, Tata McGraw Hill, India

16MS3011 BUSINESS RESEARCH METHODS

Credits: 3:0:0

Objectives:

The objective of this course is to make the students understand on;

- Scientific Methods in management research
- Various research designs, problem identification, formulation
- Measurement, scaling and instrument development
- Sample design
- Data acquisition and preparation and
- Reporting

Outcome:

After learning this course, the students would be able to demonstrate their ability to:

- Put a business problem into a methodological framework and perspective
- Produce a dissertation research proposal with adequate and appropriate methodology on topics related to their specialization

Course Description: Introduction: Research – Objective – Characteristics – Research in social science and management - Research process – Steps – Research Design – Types – Problem formulation, Review of Literature – Development of Framework - Hypothesis – Objective Instrument development - Measurement – scale - scaling techniques – Psychometric checks (Reliability, Validity) – Qualitative research – methods, Presenting qualitative data. Sampling and data collection – Process of sampling – Sampling Techniques - Probability and non-probability – determination of sample size (with problems). Sources of data collection - Primary and secondary sources – Merits and limitations. Methods of collecting primary data - Types of observation. Secondary data sources and data validation, Tabulation and Selection of techniques: Data preparation and preliminary analysis – Editing– Coding – Cross Tabulation. Selection of techniques - Tests of significant differences (Parametric and Non-parametric) – tests of significant relationship, Classification of data analysis - Rules for choosing a test, Assumption underlying each test – Multivariate Data Analysis, Report Writing - Contents of report – Types of reports – Characteristics of a good report -Presentation of results, construction of charts and Tables – Bibliography and References.

References:

1. Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M. (2009). Management Research Methodology. Pearson Education: India
2. Donald R Cooper, Pamela R Schindler, P and J K Sharma (2006). Business Research Methods. (11th edn.), Tata McGraw Hill: India
3. Zikmund, W.G. (2009). Business Research Methods. (7th edn.), Cengage Learning: India.

4. D. Israel Dawn Iacobucci and Gilbert A. Churchill (2010). Marketing Research: A South Asian Perspective, Cengage Learning, India
5. Naresh K. Malhotra Satyabhushan Dash , (2010), Marketing Research : An Applied Orientation. (6th edn.) Pearson Education, India.

16MS3012 STRATEGIC MANAGEMENT

Credits: 3:0:0

Objectives:

- To apply Strategic Methods and process in decision making
- To examine the various strategic alternatives and consequences
- To understand the Strategic Evaluation and Measurement for implementing effective measures

Outcome:

After learning this course, the students would be able to demonstrate their ability to:

- To develop a methodological framework of strategy for any given situation
- To Produce a research project on topics related to strategy implementation and control
- To develop a case study on strategic issues of corporates

Course Description: Business Policy and Strategic management - purpose and objectives, defining strategies, process, strategic formulation, Mission and objectives, Environment appraisal, strategic alternatives, modernization, diversification, Integration, Mergers and Acquisitions, Takeovers, Joint ventures, Turnaround and Divestments, Divestitures, Liquidation strategies. Strategic Evaluation, corporate portfolio analysis, PLC, BCG matrix, IA-BS matrix, AD Little lifecycle approach, Competitive strategies. Strategy Implementation – Approaches, 7S model, DuPont Control model. Strategic Control – operational, setting standards, measurement of performance, analyse variances, taking effective measures. Case studies on strategic decisions and Implications.

References:

1. Porter, Michael, 1980. “Competitive Strategy – Techniques for analyzing Industries and Competitors”, New York – Free Press
2. Johnson Scholes, K, 1997, “Exploring corporate strategies”, New Delhi – Prentice hall , India
3. Azhar Kazmi,1992. Business Policy, New Delhi : Tata McGraw Hill Publishing Co.
4. Miller,Alex and Dess G.G. 1996. Strategic Managemant. Newyork: The McGraw Hill Companies Inc.
5. Pearce and Robinson.1988.Strategic Management, New Delhi: All India Traveller.

16MS3013 CORPORATE BANKING AND INSURANCE MANAGEMENT

Credits: 3:0:0

Objectives:

- To impart required knowledge in Banking & Risk management
- To understand Indian insurance structure and the regulations of insurance business
- To know the Life and general insurance policies in vogue and insurance concepts

Outcome:

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

- Understand the basics of the banking sector
- Understand the risk management concepts particularly in Insurance
- Obtain the knowledge on types/terms of insurance & regulatory authorities

Course Description: Introduction to Banking Sector- Banking Reforms - Modernization- Recent trends in technology based banking (Networking and E-Banking) – Over view on BASEL norms, retail Credits market - Banking Ombudsman - Credits appraisal- Loan Syndication – Presales Credits and Post sales Credits- Non-fund based businesses or Fee based services of Banks – Letter of Credits, Bank Guarantees, Subsidiary services-Non Performing Assets-meaning, causes -Risk management: Types of risk- Risk Process, Risk management by individuals and corporations, Principles of insurance, Types of insurance (Life and non life insurance policies), Indian insurance sector reforms - Role of IRDA, TAC (Tariff Advisory Committee). General Insurance in India: Fire insurance- Contract, Coverage-Types. Marine insurance –Types of Policies, Rural Insurance , Health insurance , Social insurance- Underwriting, Bancassurance - Claim management, CRM in Insurance, FDI in insurance, Reinsurance, Actuaries.

References:

1. Gupta P.K, Insurance and Risk Management, Himalaya publishing house, Mumbai 2004
2. Vasant desai, Banks and Institutional Management, Himalayan publishing house, 2006.
3. Harrington. Scot. E Gregory.R.Nichans, Risk management and insurance ,mc graw hill International ,1999
4. Timothy W Koch & Scott Macdonald S : Bank Management – Thomson South Western
5. Khan M Y, Indian Financial System, 4th ed., Tata McGraw Hill

16MS3014 STRATEGIC COST MANAGEMENT

Credits: 3:0:0

Objectives:

- To understand the importance of decision-making
- To analyse the performance measures both financial and non-financial
- To be a facilitator and apply tools for effective decision making process

Outcome:

- To understand the importance of strategic cost management
- Develop skills of decision making to have competitive advantage
- Able to comprehend, appraise and analyze Cost Management Systems

Course Description: Meaning – Nature – Significance of Strategic Cost Management - Cost classification as per Cost Accounting Standards – I (CAS) – Differential, Opportunity and Relevant Cost – Competitive Advantage and Strategic Cost Analysis. Techniques of Strategic Cost Management: Activity Based Costing(ABC)-Cost Drivers – Cost Allocation in Traditional Methods Vs ABC method, ABC and Corporate Strategy - Life Cycle Costing - Meaning – PLC costs - PLC costing - Target Costing - Meaning, Definition - Kaizen Costing.Pricing Strategies: - Full Cost Pricing – ROI pricing – Target pricing – Bottomline pricing - Pitfalls – Role of Cost Manager in product pricing - Factors influencing pricing decisions- Transfer Pricing Meaning . Learning Curves – Meaning Areas of application in decision making -Understanding learning index with numerical cases.Balanced Score card – drawbacks of traditional financial measures – attributes of good performance system - Perspectives –Benchmarking – concept – Process Implications of Indian Industry in benchmarking.Management Control systems – Factors influencing Management Control System - Steps – Structure – Management Control systems Process

References:

1. Ravi Kishore “Cost Management” 4th edition, 2008, Taxmann publications, New Delhi.

2. S. C. Vidya “Cost Management and Strategic Approach” 2008, MacMillan India Ltd. New Delhi
3. Horngren, foster and Datar “ cost Accounting-a managerial emphasis Prentice Hall, latest edition, New Delhi
4. Robert Kaplan “Advanced Management Accounting” Prentice Hall Latest edition New Delhi
5. ICAI – Institute of Cost Accountants of India, Manuals and Guidelines on Cost Audit.

16MS3015 CORPORATE TAXATION

Credits: 3:0:0

Objectives:

- To gain basic Knowledge on Direct Tax & its impact on the corporate.
- To know the Central Excise & its Exemptions
- To understand about Customs Duty and Exemptions , Service Tax and exemptions & CST, Goods & Services Act

Outcome:

- Able to plan and manage tax for corporate.
- To make financial and tax planning
- To corroborate with the current applications and rules

Course Description: Direct Tax - Basic concepts –Residential Status of Individual, HUF, Firm, AOP’s, Company –Receipt of Income – Accrual of Income – Income Deemed to Accrue or Arise in India. Taxation of Companies-Definition, Computation of taxable income and tax liability – Minimum Alternate Tax - Tax on distributed profits of Domestic Companies. Central Excise: Basics – Manufacture, Production and Manufacture – Classification of Goods Cenvat Meaning - Revenue Contribution to Government - Various Forms used-Eligibility of CENVAT Credits – Utilization of CENVAT and - Exemptions for SSI, Exports, Job Work, SEZ, FTZ, Duty Drawback. Customs Duty: Types- Valuation for customs duty – Customs procedures - Export Promotions and Customs Duty role - Exemptions to Project Imports & Re-Imports-Export Promotion Schemes on Customs-EOU-Duty Drawback, SEZ. Service Tax: Introduction-Nature-Levy of Service Tax – Taxable event in service tax – Valuation for Service Tax – Registration procedure – various forms- -Records to be maintained-Export & Import Services-Classification of Taxable Services - Exemptions. Central Sales Tax: Sale, Inter-State Sales, Stock Transfer, Branch Transfer; VAT: Features, Merits, Limitations of State VAT Act-Filing of return under state VAT Act; Goods & Service Tax: Meaning, Objective, Reforms in Central Sales Tax, Its impact on business.

References:

1. Datey V S, ‘Indirect Taxes’ 27th edition, Taxmann Publications Pvt., Ltd, New Delhi.
2. Dr. Vinod K Singania, ‘Direct Taxes’ 45th edition, Taxmann Publications Pvt., Ltd, New Delhi.
3. Inter Study material of Institute of Chartered Accountants of India and Institute of Cost Accountants of India.
4. K Vaitheeswaran, Students Handbook on Indirect Taxes, 14th e, 2012, Snow White Publications Pvt Ltd.
5. Cheryl D Block, Examples and Explanations : Corporate Taxation, 4th e, Aspen Publishers

Manuals for additional readings:

1. Company Taxation Manual
2. Clearances and Approvals
3. Tax and Duty Manuals

16MS3016 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credits 3:0:0

Objectives:

- To gain insight into financial markets specifically about Equity markets
- To understand the mechanism of trading, listing, IPO and Valuation of Securities
- To analyse using Fundamental and Technical analysis to track the market movement
- To apply Portfolio Planning and to evaluate the performance of a portfolio.

Outcome:

- To acquire skills in asset allocation; choice of various types of investment vehicles (stocks, ETF's, bonds, real estate) in a portfolio; performance measurement and manage a portfolio using investment simulation method.
- To facilitate students desirous of making careers in Investment companies, Banking, and stock broking firms
- To familiarize on the back office and front-end of trading systems through NCCMP training program.

Course Description: Securities & stock market - Investment Avenues – Financial markets: review, structures, primary & secondary market, Players in stock market, Investment Vs Speculation. Trading Mechanism in India - Mechanics in Trading and functions of stock exchanges – BSE & NSE –Trading and Settlement process – Stock Indices – Methods of Computation-Listing of securities, OTCEI – IPO – Book Building Process , SEBI guidelines on listing of new issue - due diligence investigation for IPO. Valuation of Securities - Need, Types of valuation, Balance sheet, Book value, Liquidation value, Replacement value ; Equity valuation approaches, DCF, Dividend Discount Model, CAPM and APT, Risk and Return analysis (problems) – Bond Valuation. Fundamental and Technical Analysis - Economic, Industry, Company, Intrinsic value, Technical analysis: Tools, charts, patterns, Dow Theory and Eliot wave theory-Efficient Market Theory and Random walk theory – Fundamentals of behavioural finance . Portfolio Analysis - Portfolio planning, Implementation, principles, Guidelines for investment decisions, Measures for evaluation of performance of portfolio-Sharpe, Treynor and Jensen's measures of Index.

References:

1. Fisher,D.E., & Jodan, R.J. (2003), Security Analysis and Portfolio Management, (6th Edn.), Prentice hall of India, New Delhi
2. Zvi Bodie, Marcus & Mohanty., (2005), Investments, (6th Edn.), Tata McGraw Hill , New Delhi
3. Singh, P. (2004), Investment Management , (9th Edn.), Himalaya Publishing House, New Delhi
4. Kevin S,(2001), Security Analysis and Portfolio Management, Prentice hall of India , New Delhi
5. P. Pandian “Security Analysis and Portfolio Management”, 2001 Vikas Publishing House.

16MS3017 FINANCIAL ANALYSIS AND REPORTING

Credits 3:0:0

Objectives:

- To impart required knowledge and understanding in financial analysis and reporting
- To familiarize with the techniques of Financial statement analysis, Income and Balance sheet analysis
- To analyse and interpret the results from the annual reports

Outcome:

- Understand the basics of Financial statements
- Understand the techniques in Financial statement analysis
- To Obtain the knowledge on Financial distress, Scams and SEBI measures to contain scams

Course Description: Introduction - Financial statements- Analyzing the Balance Sheet using Excel- Work sheet – Formatting – Audit tool bar – Graphics Viewing Formula -Decision making relationship with FS &FSA-Sources of information for FA-Traditional and new approaches to FSA. Techniques Of Financial Statement Analysis - Comparison- Intra firm, Inter firm, Inter period analysis, Regional performance analysis, Cross sectional analysis, Residual method, Beyond national boundary analysis- merits and limitations-Types of analysis- Comparative, common-size, trend analysis, Ratio analysis - merits and limitations. Income Statement Analysis - Factors affecting reported income –Classification of income statement analysis-Barriers and measures to overcome objectivity -Revenue and expenses recognition-Techniques used by Management for earning manipulation. Balance Sheet Analysis - Asset Reporting - Accounting for Fixed Assets – Accounting for Liabilities –Off Balance sheet liabilities. Financial Distress and Scams - Need for corporate failure analysis-Stages, Symptoms in FD-Concepts on sickness, Distress, Failure and insolvency-Factors responsible for FD. Assessing Bankruptcy status as per Altman's Model- Corporate(Accounting) scams Enron, World com, Satyam –Measures taken by SEBI, Companies act to prevent scams after US Soxy Act 2002.

References:

1. Stephen H Penman, financial Statement analysis and Security Valuation, Tata McGraw hill publishing company ltd. New Delhi.
2. Gokul Sinha, Financial Statement analysis, Prentice Hall of India, New Delhi 2009.
3. John J.wild K.R.Subramanyam and Robert F. Halsey, Financial Statement Analysis, Tata McGraw Hill Publishing company Ltd. New Delhi.
4. Krishna G. Palepu, Paul M. Healy and victor L. Bernard, Business Analysis and Valutaion using Financial statements, Cengage Learning India Pvt Ltd., New Delhi
5. Ruzbeh J. Bodhanwala, Understanding and Analyzing Balance Sheets Using Excel Worksheet, PHI, New Delhi 2004.

16MS3018 MICRO FINANCE AND INSTITUTIONAL ROLE

Credits: 3:0:0

Objectives:

- To provide a broad understanding about the concepts of microfinance and institutional roles of its promotion as functional agents.
- To understand the contextualized framework of sustainable development issues.
- To gain insight on the nuances in microfinance institutions

Outcome:

- To assess the promotional microfinance activities.
- To analyse the problems and issues pertaining to microfinance
- To apply knowledge in utilizing the services

Course Description: Microfinance: Poverty Initiatives in India - Poverty Alleviation Programs - Shortcomings – Bangladesh Grameen Experiment, Savings Program - MicroCredits Summit1997 and Policy Planning, MicroCredits and Microfinance: Agenda for Policy Planning. Government Initiatives for Rural Development: Agricultural Credits – Banking Reforms and Rural Credits – National Bank for Agriculture and Rural Development (NABARD) – The District Industries Center (DIC) – Small

Industries Development Bank of India (SIDBI) – Lead Bank Scheme – Government Schemes for Rural Development – Self Employment and Entrepreneurship Development. Self Help Group Approach: Concept- Objective – Promotion, Group -Dynamics in Growth of SHGs: Issues to be addressed – General Functioning Norms, Best Practices in Microfinance – Empowerment Strategy, Networking of Self Help Groups; Institutionalization of Self Help Movement; Credits Rating and Bank Linkage. Development of Microfinance Products: Types of Products – Savings, Objective – Micro insurance, Regulation of Micro insurance; Insurer MFI Partnership Model – Securitization, Need for Securitization in India – ICICI Bank Lending Products. Sustainable Development Issues: Assessment of MFIs, Rating of Microfinance Institutions; Nonfinancial Parameters; Financial Parameters; Approach for MFI Evaluation – CRISIL Model, CRISIL’s Criteria for MFI Evaluation, MICROS – Regulatory Framework-Recommendations – E-governance for Rural Masses

References:

1. Karmakar KG, (Ed) (2008), National Bank for Agriculture and Rural Development (NABARD), Mumbai Microfinance In India, Sage Publications Pvt Ltd, New Delhi.
2. N Srinivasan (2009), Microfinance India, State of the Sector Report 2009, *SAGE Publications Pvt. Ltd* , New Delhi.
3. Wilson, Kim., Harper, Malcolm & Griffith, Mathew (2010), Financial Promise for the Poor, How Groups Build Microsavings, Books for Development, Bangalore.
4. Shukla, Rajesh (2010), How India Earns, Spends & Saves Unmasking the Real India? National Council for Applied Economic Research, New Delhi.
5. Karmakar K.G, Micro Finance in India, SAGE Publication.

16MS3019 FINANCIAL MARKETS AND INSTITUTIONS

Credits 3:0:0

Objectives:

- To impart required knowledge and understanding in financial markets and institutions
- To know the functions of financial inclusions on service sectors like banks and insurance companies.
- To apply knowledge in the utilizing the services in banking and insurance sector

Outcome:

- To Understand the basics of the financial markets and institutions
- To Understand the concepts like development banking and NBFC’s
- To Obtain the knowledge on Financial market, Inclusion on commercial banks and Insurance sector

Course Description: Economic Growth And Financial Institutions: - Capital formation and economic growth, Process of capital formation-Saving, investment and finance -Problem of capital formation in India, Role of financial institutions ,Indian economy and financial development, Mission objective, Tasks of All India Finance Institutions (AIFI’s). Development Financial Institution: - Role and functions of Industrial development bank of India (IDBI),Industrial finance corporation of India (IFC),Industrial Credits and Investment corporation of India (ICICI) and Industrial Reconstruction bank of India (IRBI), RBI policy guidelines for financial institutions. Non Banking Finance Companies: - Nature and significance-Types of NBFCs-NBFCs in India-Regulatory norms and directions for NBFCs-Financial performance of NBFCs (RBI and SEBI)-Challenges before Indian NBFCs. Financial Markets: - Meaning-functions, Components-Categories of Indian financial markets (Money market, Capital market, Forex market)-International capital market (Bond market, Equity market)-Regulatory agencies role in Indian Financial markets. Financial Inclusion and Commercial Banks: - Introduction of inclusion-Financial

inclusion (Main goals-Major aspects, Reasons, Consequences, Steps taken in India – benefits of financial inclusive growth in India)-Present structure of Indian banking system-Financial inclusion on commercial banks and Insurance sector.

References:

1. Financial Institutions and Markets, L.M. Bhole, Tata McGraw Hill, 2009 Edition
2. Bharati V. Pathak, The Indian Financial System: Markets, Institutions and Services, Pearson, 2011.
3. Financial Markets and Institutions ,Fedrick Mishkin,Stanley Eakins,Perasons publishers,6th Edition
4. Financial Markets and Institutions, Peter Howells, Keith Bein, 5th Edition 2007
5. Jeff Madura, Financial Markets and Institutions, South Western, 2010.

16MS3020 FINANCIAL SERVICES

Credits: 3:0:0

Objectives:

- The understand the scope and functions of financial intermediaries
- To analyse the uses of the types of financial instruments.
- To know the services of merchant banks and Credits rating agencies in India.

Outcome:

- To apply Skills acquired in Project appraisal, Credits appraisal, pre and post Issue management activities
- To develop corporate advisory services and consultancy skills.
- To enhance their skill set from this course curriculum. Further enhancement of education can be done by taking up courses such as CA/ ICWA/CFA etc.

Course Description: Innovative Financial services - Financial services offered by financial intermediaries –New financial products and services – Financial System in India . Financial Markets: Capital and Money market instruments – Challenges faced in financial service sector- Innovative Financial instruments – need and significance. Merchant Banking in India - Merchant Bankers in Market making process – guidelines ; intermediaries; services : Issue management, Portfolio management, Underwriting, Project appraisal, corporate advisory services, pricing, pre-issue and post-issue activities, book-building. Marketing of merchant banking services. Mutual funds and factoring services - Regulations and operations – SEBI guidelines – classification of mutual fund schemes- Risks and Investor's rights ; Discounting – factoring and forfeiting – Cost and pricing. Credits rating - Credits rating agencies national (CRISIL, ICRA, CARE, Duff Phelps) and International agencies (S&P, GMI. ISS, fitch investor services, Moody's investor services) their functions, process of Credits rating-Non-Banking Finance Companies – Registratio, Regulatory framework, RBI Guidelines. Venture Capital - Scope and Initiatives in India – guidelines – methods of venture financing; Hire-purchase and Leasing: Types, provisions and structure of leasing industry. Securitization of Debt: Role of Merchant bankers, Future prospects of securitisation-Housing Finance.

References:

1. Pathak B.V. (2003), 'Indian Financial System', (1st edn.), Tata McGraw Hill, New Delhi
2. Nalini Prava Tripathi (2005), Financial Services, (3rd edition), Prentice Hall India, Delhi.
3. Avadhani, A. (1999), Marketing of Financial Services, (2nd edition), Himalaya Publishing House, Mumbai.

4. Financial Services in India, (2005), G.Ramesh Babu, (1st edition), Concept Publishing company, New Delhi.
5. Thummuluri Siddaiah, Financial Services, Pearson, 2011.

16MS3021 FINANCIAL DERIVATIVES

Credits: 3:0:0

Objectives:

- To understand about the role of Forward and Future markets
- To analyse the Option valuation & prices
- To know about the Derivatives Markets

Outcome:

- To simulate and practice on the trading platforms applying the commodity and currency market strategies using options, futures and swaps.
- To clearly understand on the Black & Scholes' option pricing model and Greeks,
- To apply the technique to evaluate and compare options of different maturities and strikes.

Course Description: Forward contracts, Futures contract, Options, Types of traders, Hedgers, Speculators, Arbitrageurs, Specification of a futures contract, Convergence of future price to spot price, Daily settlement and margins, newspaper quotes, delivery, Hedging strategies using futures, Basis risk, Cross hedging, Stock index futures.- Swaps: Evolution, Types, Interest rate swap, Currency swaps: Designing and valuation, Swap pricing, Credits risk and swap market. Determination of Forward and Futures prices: Investment assets vs. consumption assets, Short selling, Known income, Known yield, Future prices vs Expected spot prices, Expectation hypothesis, Normal backwardation, Contango - Mechanics of trading in derivatives: Clearing house, SPAN Margin, Marking to Market, Cash Vs Actual delivery, Regulations. Option Prices: Factors affecting call & put option prices, Determinants of Option values/premium, Restriction of option values, Black – Scholes models and some extensions, Greeks, Dynamic hedging, Call option valuation, Put option valuation, Hedge ratios, Binomial model. Option pricing by Monte Carlo simulation. Option strategies & prices: Protective put, covered call, straddle, Spreads, Collars. Option valuation: Introduction, Intrinsic and time values- Hedging using Strategies: Protective puts, protective calls, covered calls, spreads, combinations, delta hedging. Interest rate derivatives, Credits derivatives, Options in corporate securities: stocks, bonds, callable bonds, employee options – Counter party risk in derivatives market – Financial Engineering

References:

1. Fundamentals of Futures and Options Markets (7th Edition) by John Hull, Pearson Higher Education (2010)
2. NCFM - Options Trading Strategies Module book, National Stock Exchange of India Ltd, 2009
3. Options, Futures, and Other Derivatives, (7th Edition), John C Hull, Pearson Higher Education (2010)
4. S.S.S. Kumar, Financial Derivatives, PHI Learning, 2010
5. S.L Gupta, Financial Derivatives: Theory, Concepts and Problems, PHI Learning, 2009.

16MS3022 WEALTH MANAGEMENT

Credits 3:0:0

Objectives:

- This course helps to have a better understanding on wealth management & wealth management process
- To facilitate knowledge requirements relating to asset allocations and financial planning.
- To explore the investment and investment products.

Outcome:

- To understand the key elements in wealth management
- To assess the operation of the wealth management industry
- To apply financial planning skills

Course Description: Introduction to Wealth Management: World's wealth – Statistics and Forecast – World wealth report – Key Drivers of wealth Management – The Players in Wealth Management – Global and Indian – Wealth management scenario – Wealth management Indian Perspective. Understanding the wealth management process – Savings cycle and Wealth Creation Cycle – Client segmentation – Client expectations – Wealth Accumulation – Wealth Preservation – Wealth Transfer. Private Banking, Family Office, Offshore, Onshore, International investment – Wealth management tools. Client Profiling – Asset Allocation Principles – The lifecycle Investment Guide – Identifying client needs – Behavioral skills for wealth managers – Relationship Marketing – Steps in relationship management process – Segment, Profile, Expose, Strategize, Execute, Monitor and Review. Basics of Investing – Investment Objective – Investment constraints. Fixed Income Products: Money Market – Instruments, Bonds, Corporate Securities, Debt Securities – Variable Income Products: Equity and Equity Mutual Funds – Derivatives – Structured products – Credit cards, Risk Analysis of Investment Products - Mutual Funds: Income funds, Growth funds, Balanced funds, Sector funds, Index funds, Private equity funds, Fund of funds, Thematic funds, Systematic Investment Planning . Alternative investment options – Art, Gold, Antiques, commodities, Real Estate, REITS, Real Estate Related Mutual Funds, Charity - Retirement Planning and Strategies : Retirement needs analysis; Retirement income streams Financial Planning Process - Retirement Benefits :Types of plans; Defined benefit plans; Defined contribution plans;. Superannuation and other retirement plans; Group Life and Health Insurance

Text Books:

1. Personal Finance, Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes, McGraw-Hill Higher Education
2. Wealth Management Private banking, Investment Decisions and Structured Financial Products, Dimitris N.Chorafas, Elsevier
3. Pension Planning, Everett T. Allen, Jerry S. Rosenbloom, McGraw-Hill Professional Publishing
4. Personal Financial Planning, Lawrence J. Gitman, Michael D. Joehnk, Saunders Golden Sunburst Series, Dryden Press Series in Finance.
5. Frank Reilly, Keith Brown, Investment Analysis and Portfolio management, South western college publications

Reference Books:

1. World Wealth Report, Capgemini
2. Planning for Retirement Needs, David A. A. Littell, Kenn Beam Tacchino, American College Publishing
3. Deena Katz, Practice management: For Financial Advisers, Planners and Wealth Managers, Bloomberg press.

16MS3023 PRODUCT AND BRAND STRATEGIES

Credits: 3:0:0

Objectives:

- To provide an overview of product development, launch and branding aspects in the current context on product and brand management.

Outcome:

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

- Outline strategies for product decisions
- Understand various options available before a brand manager in strategic decisions.

Course Description: Introduction to Product - Product concepts – Product classification – Product levels - Product mix - New Product Planning - New product's success and failures - New product development process. New Product Strategies - Attribute listing, Focus group, Morphological analysis, Perceptual maps, Concept Testing: Types of concept, Concept Screening Tests and Concept Evaluation Tests, Focus Group Interview, Monadic ratings, Paired Comparison tests, Sequential Monadic, Conjoint analysis - Test Marketing. Product Management - Product launch - Diffusion of innovation and adoption process - PMA for selected products in consumer goods and industrial goods categories – What a Product Manager Need to Know – Profile of a Product Manager . Brand Concepts - Meaning and types – Brand platform - Brand image, Brand associations, Brand identity, Brand Personality, Brand relationship, Brand hierarchy – Brand value - Brand building – brand building for consumer durables, services, corporate - Brand failure reasons. Branding Strategies - Brand knowledge - Brand naming strategies - Brand positioning, Brand repositioning – brand leveraging - Brand equity and measurement methods - Brand Extension – Cobranding – - Global Branding - Brand Loyalty

References:

1. Kapferer, J.N. (2008), Strategic Brand Management, 5e, Kogan Page, UK.
2. Crawford and Benedetto (2004) . New Product Management, 2e, Tata McGraw Hill, New Delhi
3. Verma, H (2002). Brand Management, 2e, Excel books, New Delhi,
4. Anandan.C., (2008). Product Management, Vijay Nicole, Chennai.
5. Keller, K.L. (2003). Strategic Brand Management, 3e, PHI, New Delhi.

16MS3024 SOCIAL MEDIA MARKETING

Credits: 3:0:0

Objectives:

- The course focuses on imparting the knowledge related to Social Media Marketing for the purpose of using the same in attracting and retaining customers. It also enables to understand the impact of Social Media Marketing by providing insights into social analytics, metrics, and measurements.

Outcome:

At the end of the semester the students can:

- Acquire skills in web marketing management.
- Develop functional skills to analyze digital media.
- Take decisions concerning appropriate digital media mix.

Course Description: Social Media and Communication Mix – Benefits & Challenges – Social Media and Customer Engagement – ROC – New Role of Customers – The Social Business Eco system – Integrating Social Media with Overall Market efforts – Developing Social Media Marketing plan. Social Media

Business Blocks : Segmenting B2C Market – B2B Markets – managing the cyber social Campaign – Joining the Conversation – Lurking and Listening – Engagement with Audience – Staying Engaged – Engagement on the Social Web – Social Objects – Social graph – Social Applications – leveraging Search Engine Optimization (SEO) for Social Media – Optimizing Social Media for Search Engines. Digital Media Mix : Blogs, Podcasts, Vlogs – Blog – Create a Podcast – Producing the Videocast – Measuring Blogging, Podcasting, Vlogging Metrics – Twitter – Communing with Like Minded People – Twitter applications – Using Twitter with Other Social Media Marketing – Measuring Twitter Metrics. Digital Media Metrics: Facebook Features – Analyzing Facebook Metrics – LinkedIn – Linked in Nuts and Bolts – maximizing LinkedIn – Measuring the Results – Other Social Media Marketing Sites – Ning – Measuring Ning results – Myspace – Marketing off Myspace – Flickr – Measuring the Flickr results – Maximizing Stratified Social Communities. Digital Media Analytics and Measurements: Social Analytics – Quantitative Measurement – web analytics – Business Analytics – Delving into Data – Planning the Measurement Strategy – Started with Google Analytics - Comparing Metrics from different marketing techniques – Tallying the bottom line – Determining ROI – Multiplying the Impact – Integrating with public relations – Integrating with Paid Advertising – Integrating with Web site.

References:

1. Dave Evans and Jake Mckee, “Social Media Marketing – The Next Generation of Business Engagement”, Wiley India Pvt. Ltd, New Delhi, 2011.
2. Jan Zimmerman and Doug Sahlin, “Social Media marketing for Dummies”, Wiley India Pvt.Ltd, New Delhi, 2012.
3. Perry Marshall, Thomas Melloche, “Ultimate Guide to Facebook Advertising”, Tata McGraw Hill, New Delhi, 2011.
4. Liana “Li”Evans, “Social Media Marketing – Strategies for Engaging Facebook, Twitter and other Social media”, Pearson Education, New Delhi, 2011.
5. Matt bailey, “Internet Marketing”, Wiley India Pvt. Ltd, New Delhi, 2012.
6. Chris Treadway and Mari Smith, “Facebook Marketing”, Wiley India Pvt. Ltd, New Dalhi, 2011.
7. Hollis Thomases, “Twitter Marketing”, Wiley India Pvt.Ltd, New Delhi, 2012.

16MS3025 SALES AND DISTRIBUTION MANAGEMENT

Credits: 3:0:0

Objectives:

- To introduce and delve into the intricacies of the rare combination of sales and channel management among marketing subjects
- To examine the channel management process

Outcome:

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

- Provide clear cut views on the avenues for successful conduct of these two crucial channels that engage with ultimate consumers
- Understand the nuances of sales force and channel management.

Course Description: Sales Management – Introduction - Sales Management an overview - Selling and Salesmanship, Setting Objective for Personal Selling, Formulating Strategy. Role and Characteristics of Effective Sales Executive, Managing Sales Department Relations, Distributive Network Relations. Sales force Management - Managing People – Recruitment, Selection, Training of Sales Personnel; Leading, Motivating, Controlling the Sales Force. Sales Budget, Quota, Territories, Control and Cost Analysis. International Sales Management Channel Dynamics - Introduction to Channel Structures –Design – Intermediaries and their function – Types– Criteria for Selecting – Managing Channel intermediaries –

Managing Channel Relationships. Channel Management - Channel Conflicts and their Management. Logistics Management –Physical supply and Physical Distribution in - Cost Approach – Consumer Service –Warehousing – Transportation – Inventory Management – Order Processing – Special topics in Industrial channel management. Channel Strategies - Channel planning process, Competitive share analysis, Alliance strategies – Partnership management strategies – multiple channel management-channel audits.

References:

1. Cundiff & Still (2007), Sales Management, 5e, Prentice Hall, New Delhi.
2. Macalley, R. (2002), Marketing Channel Management, Quorum Books, USA.
3. Kotler, P (2006). Marketing Management,13e, PHI, 2006
4. Bovee & Thill (2006) Advertising Excellence, McGraw Hill International, USA.
5. Sunil Chopra, Peter Meindl, D.V. Kalra (2010) Supply Chain Management
6. D.K. Agarwal (2003) Text Book of Logistics – Supply Chain Management, MacMilan.

16MS3026 MARKETING RESEARCH

Credits: 3:0:0

Objectives:

- To orient towards the importance of marketing research,
- Introduce the various techniques involved in the market research

Outcome:

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

- Secure an overview about research for new product development
- Carry out research in pricing, distribution and promotion realms.

Course Description: Introduction to Marketing Research - Marketing Research – Meaning and importance – Role and scope – MR interface with other disciplines – Evaluation of major MR agencies in India – Market Research and Marketing Research – Marketing Information System – Marketing Research process – Marketing Research design. Techniques of Market Research: Desk Research – Trade Research – Panel Research: Technical considerations in Panels – Methods of analysing Panel data – Types of Panels – Omnibus surveys – Design issues in Omnibus surveys – Applications – Benefits and limitations of each of these techniques – Qualitative research techniques. Research for New Product Development: New product developments – Techniques used in generating new product concepts – Repertory grid, Attribute listing, Focus group, Morphological analysis, Perceptual maps, Concept Testing: Types of concept, Concept Screening Tests and Concept Evaluation Tests - Test marketing, procedures and issues in conducting test marketing. Pricing and Distribution Research - Pricing new products – Impact of ‘Ruling – Price’ structure – Concepts and product tests incorporating price – Profit-oriented and share-oriented pricing – Price sensitivity measurement model. Distribution Research – Warehouse and retail location research – Number and location of sales representatives. Promotion Research - Researching consumer promotions – Pretesting consumer promotions – Promotion evaluation – Computing short-term promotional impact – Trade promotion research – Advertising Research – Copy testing.

References:

1. Malhotra.M.(2008) Marketing Research and Applied Orientation, 6e, Pearson Education, India
2. Scott M. Smith, Gerald S. Albaum, Fundamentals of Marketing Research (2005), SAGE Publications, Inc.
3. Beri G.C. (2007). Marketing Research, 4e, Tata McGraw Hill. New Delhi
4. Nargundkar. R. (2008) Marketing Research: Text & Cases,3e, Tata McGraw Hill, New Delhi

5. Tull D.S and Hawkins Del.I, (2000). Marketing Research: Measurement and Method. Prentice Hall of India, 4e, New Delhi
6. Aaker (2006). Marketing Research, 7e, Wiley India, New Delhi

16MS3027 CONSUMER BEHAVIOUR

Credits: 3:0:0

Objective:

- To orient the participants towards the consumer decision premise and the various models involved in purchase decision making of customers.

Outcome:

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

- Gain insight into the factors influencing consumer decision process.
- Become familiar with dynamics involved in determining the behaviour of consumer in respect of purchase decision.

Course Description: Consumer Behaviour - Importance – Evolution – Underlying Principles – Methods of studying Consumer Behaviour – Role of Consumer Behaviour in Marketing - Consumer driven Marketing Strategy. Consumer Decision Process (CDP) - Model – Stages – Factors influencing CDP - Pre-purchase process – Need Recognition: Its importance – Factors Triggering need recognitions – Search: internal vs. external search – its importance – amount of search – Determining Alternatives: Constructing the consideration set – Evaluation of Alternatives: Pre-existing Vs New Evaluator – Process involved in Constructing evaluations – Compensatory Vs. Non-compensatory Evaluation Strategies. Purchase Outcome -Fully planned, partially planned, unplanned purchases – Purchasing in the Retail Store – Need to shop – retail image – Determinants of consumer store choice – Determinants of in-store Consumer Behaviour – Types of Impulse Purchasing - Purchasing in the E – Commerce form - Post purchase process – Consumption Behaviors and consumption experience - Post Consumption evaluations. Influencing Factors - Opinion leadership scale – Types – Word of mouth Communication – Family – Family Life Cycle in Consumer Behaviour – Couples' Sex Role orientation and its impact of family decisions – Diffusion of innovations. Personal Factors - Consumer Personality – Values and Life – stages – their Measurement – Consumer Motivation – Consumer Attitudes – Fishbein Multiattribute Attitude Model – Ideal Point – types of Needs – Impact of Culture and Subculture – Social Class

References:

1. Loudon, David L. and Della Bitta, Albert J. (2002). Consumer Behaviour. 6e, Tata McGraw-Hill.
2. Leon G. Schiffman, Lesile Lazer Kanub and S. Ramesh Kumar, Consumer Behaviour, 10th edition, Pearson Education.
3. Solomon, Michel R. (2003) Consumer Behaviour. 3e, Prentice Hall International, USA.
4. Blackwell, Roger D., Miniard, Paul W., and Engel, James F. (2001) 2e, Consumer Behaviour. Thomson South – Western. Singapore.
5. Kardes, Frasnk R. (2002). Consumer Behaviour and Managerial Decision Making. Prentice – Hall India Pvt. Ltd.: New Delhi.

16MS3028 SERVICES MARKETING

Credits 3:0:0

Objective:

- To orient towards the fundamental principles and concepts underlying services development and management of service delivery in conjunction with advances in this realm.

Outcome:

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

- Understand the framework of services development
- Analyse the nuances in service performance models building
- Provide framework for analyzing the performance and managing service delivery.

Course Description: Understanding Services - Services – Determinants in Services Marketing – Characteristics of Services – Development of Services sector in India – Opportunities and challenges in services marketing – Differences between Goods and Services – 7 Ps of Services. Framework for Analysing Services - Classification schemes in Services Marketing – Lovelock's Classification of Services Systems in Services Marketing – Service Scape – Service Encounters – Relationship marketing framework. Services Development and Positioning - Service Design – New Service Development Stages – Service Blue Printing Positioning Dimensions – Importance of positioning in Services Marketing – Steps in developing a positioning strategy – Positioning Maps – Pricing of services. Advanced Service Performance Models - Service Quality – Service satisfaction – Service loyalty -Service performance - Parasuraman et al.'s SERVQUAL dimensions – Review of Scale Development for SERVQUAL, Service Satisfaction, Service loyalty – Service Quality Gap Analysis. Advances in Managing Service Delivery - Managing supply and demand - Employee's roles in Service Delivery – Customer's role in service delivery – Service Delivery through Intermediaries and Electronic Channels – Industry based Exercises

References:

1. Zeithaml V and Bitner M.J, (2005). Services Marketing. McGraw Hill.USA
2. Christopher H. Lovelock (2009), Essentials of Service Marketing, Prentice Hall Inc.
3. Lovelock C.H. (2006). Services Marketing. Prentice Hall International, NewJersey.
4. Woodruffe H. (2002). Services Marketing. MacMillan India Ltd. New Delhi
5. Payal A. (2000). The Essence of Services marketing. New Delhi. Prentice Hall of India

Additional Readings:

1. Articles on Services Marketing from Peer Reviewed journals to be provided by subject faculty at the beginning of the semester.

16MS3029 CUSTOMER RELATIONSHIP MANAGEMENT

Credits: 3:0:0

Objective:

- To impart orientation in respect of providing means for learning basic tenets and successful delivery of CRM program

Outcome:

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

- Understand how information technology can be aligned with business practices
- Achieve business goals and support business imperatives, first by defining CRM and its various components
- Gain knowledge in terms of application of IT in CRM.

Course Description: Introduction to CRM - Cost of Acquiring Customers – Customer Acquisition to Customer - Loyalty - CRM and Business Intelligence. CRM Approach - Drawbacks – emerging challenges in the marketing front- Relationship- marketing-definition-concepts -relevance of relationship marketing approach-significance - building customer loyalty, Developing relationship strategies for different types of business under different competitive environment. CRM and Customer Service - Call centre and customer Care – Automation of Contact Center - Call Routing – Web Based Self Service – Call Scripting – Cyber Agents – Work force - Management – Customer Service – Automation.CRM in e-business, eCRM – multi-channel - CRM, CRM on B2B, ERP – SCM –Supplier Relationship Management – Partner Relationship - Management – e-Business Checklist for Success. Analytical CRM - CRM and the Data Ware House – Enterprise CRM – OLAP – Data Mining in CRM – Personalization and Collaborative Filtering - Delivering CRM – Defining CRM Success– Preparing Business Plan – Understanding Business Process – Choosing your CRM Tool. Managing CRM Project - Development Team – CRM Implementation – Business Planning – Architecture and Design – Technology Selection – Development – Delivery Measurement - Information Technology application in building customer relationship – Emerging trends in CRM

References:

1. Dyché J, (2002), The CRM Handbook, Pearson Education, New Delhi.
2. Baran, Galka, Strunk (2008), Customer Relationship Management, Thomson South – Western.
3. Sheth J N., Parvatiar A, Shainesh G, (2001). Customer Relationship Management – Emerging Concepts, Tools and Applications, Tata McGraw Hill, New Delhi
4. Gosney JW & Boehm T P, (2001). Customer Relationship Management Essentials, Prentice Hall of India, New Delhi,
5. Harvard Review Publishing Staff, (2001), Harvard Business Review on Customer Relationship Management, Harvard Business School Press.

16MS3030 RETAIL MARKETING

Credits: 3:0:0

Objective:

- To let the students secure knowledge in the current practices in retail operations and marketing strategies in specific.

Outcome:

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

- Understand the retail business operations in India.
- Address the key issues in Retailing Industry.
- Delve into the intricacies of the retailing system in India.

Course Description: Introduction to Retailing - Definition – functions of retailing -types of retailing – forms of- retailing based on ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retailing in India – Influencing factors – present Indian retail scenario. Retailing from the International perspective . Consumer Behaviour in the Retail Context - Buying decision process and its implication to retailing – influence of group and individual factors. Customer shopping behaviour. Customer service satisfaction. Retail planning process – Factors to consider – Preparing a complete business plan – implementation – risk analysis. Retail Operations - Choice of Store location – Influencing Factors Market area analysis – Trade area analysis – Rating Plan method -Site evaluation. Retail Operations: Store Layout and visual merchandising – Store designing – space planning. Retail Operations: Inventory management – Merchandise Management. Retail Marketing Mix - Product – Decisions related to selection of goods – Decisions related to delivery of service. Pricing – Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Place – Supply channel – SCM principles – Retail

logistics – computerized replenishment system – corporate replenishment policies. Non Store Retailing - The impact of Information Technology in retailing -Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system - Legal aspects in retailing - Social issues in retailing - Ethical issues in retailing.

References:

1. Bermans, B and Evans, J (2002) Retail Management – A Strategic Approach, 8e, PHI, NewDelhi.
2. Warren G. Meyer, (1988) Retail Marketing – McGraw – Hill Publishing Company.
3. Gilbert, D (2000). Retail Marketing Management, 4e, Pearson Education Limited, NewDelhi.
4. Lamba, A.J. (2003) The Art of Retailing, 2e, Tata McGrawHill, NewDelhi.
5. Peter McGoldrick (2002), Retail Marketing, McGraw Hill Higher Education.

16MS3031RURAL MARKETING

Credits:3:0:0

Objective:

- To provide conceptual understanding on the Rural Marketing with special reference to Indian context

Outcome:

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

- To know about the mantra for success for any company going rural.
- To understand the buying behaviour, the consuming pattern, the need and wants of the rural consumer
- To provide some of the challenges and opportunities that the rural market holds for the Companies.

Course Description: Definition – scope of rural marketing – concepts – components of rural markets – classification of rural markets – rural vs. urban markets - Rural marketing environment Population – occupation pattern – income generation - expenditure pattern – literacy level – infrastructure facilities – rural Credits institutions – rural retail outlets – print media in rural areas — rural demand. Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behavior, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty. Rural Marketing Segmentation – product strategies – pricing strategies – distribution strategies – promotions strategies – social marketing - Role of financial institutions, commercial banks and cooperative institutions in rural Marketing – problems and challenges in rural marketing . Marketing of agricultural produce and rural and cottage industry products –consumer and durable goods – FMCG products- health and financial services - Researching Rural Market:Sanitizing rural market, Research design- Reference frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection. The future of Rural Marketing: Introduction, Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, e-Rural Marketing - CASE STUDIES – with Indian context

References:

1. Rural Marketing – T P Gopalaswamy – Vikas Publishing House
2. RuralMarketing –R V Badi,N V Badi – HPH, 2/e, 2005

3. The Rural Marketing Text Book – Pradeep Kashyap, Siddhartha Rant – Biztantra, 2005
4. Rural Marketing – Habeeb Ur Rahman – HPH, 1/e, 2004
5. Rural Marketing – Sukhpal Singh – Vikas Publishers
6. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
7. Agricultural Marketing in India – Acharya – Oxford I B H
8. Rural Marketing, Balaram Dogra & Karminder Ghuman, TMH,1/e
9. Rural Marketing, Sanal Kumar Velayudhan,2/e, Response, SAGE Publication

16MS3032 B2B MARKETING

Credits: 3:0:0

Objective:

- To orient the learners toward nitty-gritty of industrial marketing in Indian context and keep them abreast of ethical standards maintained in this sector.

Outcome:

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

- To understand some of the nuances of the B2B marketing,
- Outline the strategies that are being adopted in this sector.

Course Description: Introduction to B2B Marketing - Definition of Industrial Marketing; Industrial marketing vs. consumer marketing –The Industrial marketing Environment – Understanding Industrial Markets: Demand Issues: Organizational Behavior and Buyer Behavior – Profile of Business Buyers – Value Analysis – Vendor Analysis – Prosumerism. Buyer – Seller Relationships - Types of Buyer- Seller Relationships – Managing Relationship– Conflict and Resolution. Assessing Market Opportunities – The Marketing Research Process – Demand Analysis; Strategic Planning; – Managing Industrial Products – Product Innovation – Models of Organizational Buying Behavior. Service Design and Pricing Characteristics of Industrial Service – Classification of Services – Service Quality – Services Marketing Mix– Challenges in Marketing Industrial Services – Pricing Decisions: Characteristics of Industrial Pricing – Types of Prices – Pricing Methods – Pricing Strategies – Factors affecting Pricing Strategy- Pricing across PLC – Competitive Bidding – Price Negotiation – Leasing Industrial Selling - Role– Process – Types – Managing Sales Force – Direct Marketing ; Performance Measurement And Control : The Control Process – Types of Control – Tools for marketing control – Institutional selling - Emerging Trends in Industrial Marketing: Technology – Business Networks– Relationships in Business Networks – Technology and Business Networks – Information Technology in Industrial Marketing – Negotiation – Purchase Process. Ethics in Industrial Marketing - Ethics and Industrial Marketing Management – Ethical Issues - International Industrial Marketing: Environment – Entry strategies in International Markets Decision Making – Product, Pricing, Distribution & Promotional Decisions.

References:

1. Victor & David (2007) B2B Marketing, Contemporary Publishing Co. Illinois.
2. Frederic E. Webster (1991), Industrial Marketing Strategy, John Wiley & Sons Inc.
3. Hill, R. M. (2003). Industrial Marketing.2e, All India Traveller Book Seller, India
4. Steve.M. (2001). B2B Marketing. 2e, Pearson Education, USA.
5. Krishna K Havaldar (2006), Industrial Marketing, Tata McGraw – Hill Education.

16MS3033 SUPPLY CHAIN MANAGEMENT

Credits: 3:0:0

Objectives:

- To provide students with insights about the Supply Chain dynamics
- To understand the importance of managing a supply chain and the role of operations in managing a successful supply chain.
- To make students understand the role of Purchasing in Supply chain management.

Outcome:

- The students would gain an understanding of the key issues in Supply chains
- The students would understand the importance of purchasing and Supplier relationship
- The students would have a clear understanding of the issues in distribution

Course Description: Introduction - Origins of SCM – Importance of SCM- Important elements of SCM – Supply Chain Dynamics, The Bullwhip effect. PURCHASING ISSUES IN SCM: The role of purchasing in an organization – The purchasing process –Sourcing decisions- supplier selection- Understanding the structure of the organization for purchasing- Developing successful partnerships – Supplier evaluation and Certification – Developing successful sourcing strategies
OPERATIONS ISSUES IN SCM: Demand forecasting and Collaborative Planning, Forecasting and Replenishment – Aggregate Planning and Inventory Management- Process Management: JIT and TQM issues in SCM. DISTRIBUTION ISSUES IN SCM: Impact of transportation in SCM – Fundamentals of Transportation – History and evaluation of Logistics – Elements of Logistics Management – Intermodal Transportation – Containerization - Warehousing: Types of Warehouses, Warehousing operations, Warehouse Layout and Design, Warehouse Automation, Third Party Warehousing, Fourth Party Logistics. Supply Chain Process integration model – Performance measurement along the supply chain – SCOR Model- Future of SCM

References:

1. Wisner, J.D and Leong K.G (2010), Principles of Supply Chain Management: A balanced approach , Cengage Learning, First Edition
2. Sahay B S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.
3. Reguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi, 1999.
4. Coyle, Bradi & Longby, The Management of Business Logistics, 3rd Ed., West Publishing Co.
5. Sunil Chopra, DV Kalra, (2010) “ Supply chain Management strategy, Planning and Operations, Pearson

16MS3034 TOTAL QUALITY MANAGEMENT

Credits: 3:0:0

Objective:

- To make students understand the importance of Quality management and the role of Human resources management in ensuring Quality. To familiarize the students with the statistical tools used in Quality management. To gain insights into Quality Management systems those are in vogue today.

Outcome:

- An understanding of the Framework for TQM
- A thorough insight into the implementation process for TQM
- An ability to use statistical tools for better Quality management

- An ability to use control charts and use specific tools for Quality management

Course Description: Gurus of TQM, TQM framework, Defining Quality, Benefits of TQM- Leadership: Definitions, Characteristics of Quality Leaders, The Deming Philosophy, Quality council- Customer satisfaction: Customer perception of Quality, Translating needs into requirements. Juran Trilogy, PDCA Cycle, Kaizen – Supplier Partnership: Principles of Supplier relationship, Supplier selection, Supplier certification, Supplier rating- Performance measures, Quality costs- Benchmarking: Definition and process. ISO, Benefits of ISO, ISO requirements, Implementation, Documentation, Internal Audits, Registration – Environmental Management System: Concept of ISO 14001 , Requirements, Benefits, Integration of ISO 14001 with ISO 9000- ISO 20001 - Quality Function Deployment – The QFD Team, Benefits, Process, House of Quality, Building a House of Quality, 5S. Reliability, Reliability requirements, Failure rate, Intent of FMEA, FMEA team, FMEA documentation, Stages of FMEA, FMEA documentation, Examples – Management Tools : Affinity Diagram, Tree diagram, Why Analysis, Activity network Diagram, Matrix diagram, Prioritization matrix, Process decision program chart - Total Productive Maintenance. Pareto diagram, Process flow diagram, Cause and Effect diagram, Check Sheets, Histograms, Control charts for Attributes, Control charts for Variables, Process capability- Taguchi's Loss Function, Malcom Balridge Award, Deming Prize

References:

1. Evans,J.R. (2008), Total Quality Management (1st edn.), Cengage learning: New Delhi
2. Besterfield,D.H(2004), Total Quality Management (3 rd edn.), Pearson education: New Delhi
3. Suganthi, Anand A Samuel, Total Quality Management, Prentice Hall of India 2009
4. S Rajaram, M Sivakumar, Total Quality Management, biztantra, 2009
5. Gupta(2009), Total Quality Management, Tata McGraw Hill,
6. Charantimath,(2010) , Total Quality Management,Pearson,

16MS3035 ENTERPRISE RESOURCE PLANNING

Credits: 3:0:0

Objective:

- To make students understand the systems which integrate internal and external management information across an entire organization.

Outcome:

- The understanding of ERP models and information flows underlying the ERP softwares.
- How integration works in an enterprise system, and the linkages with organizational processes.
- The basic principles and issues behind the ERP system design and configuration.
- Understanding of issues involved in ERP implementation

Course Description: Introduction: Basic concepts of ERP, Justification for ERP investments, Risks and Benefits of ERP- Business Process Reengineering, Data Warehousing, Data Mining, Product Life cycle Management. ERP Implementation Life cycle, Implementation methodologies, ERP project teams, Process definition, Vendors and Consultants, contracts with vendors and consultants, Data migration , Project management and Monitoring, Success and failure factors of an ERP implementation. Business Modules of an ERP Package: Finance, Manufacturing, Human Resources. Business Modules of an ERP Package: Plant Maintenance, Materials Management, Quality Management, Marketing, Sales, Distribution and services. The various companies which supply ERP products: SAP, Oracle, Peoplesoft, JD Edwards- ERP and the internet - Future Directions trends in ERP

References:

1. Leon,A.(2003). Enterprise Resource Planning Demystified (3 rd Edn.),Tata McGraw Hill:India

2. Murthy,C.S.V.(2006), Enterprise Resource Planning (2 nd Edn.),Cengage learning : Delhi
3. Sadagopan,S.(2006) Enterprise Resource Planning(2 nd Edn.),Cengage learning : Delhi
4. Monk,K.(2007) Enterprise Resource Planning(1 st Edn.),Cengage Learning:New Delhi
5. Vinod,G.K, Venkatakrishna,N. K.(2006) Enterprise Resource Planning (2 nd Edn.),Concepts and Practices Cengage learning : Delhi

16MS3036 ADVANCED PRODUCTION MANAGEMENT

Credits: 3:0:0

Objective:

- To understand in detail the production planning process and to be able to solve daily problems faced in the shop floor due to Production planning issues. To understand inventory issues

Outcome:

- The student will be able to perform Material Resource Planning for any type of production system
- The student will be able to manage inventories without affecting the production plan

Course Description: Production Planning system: Manufacturing Planning and Control system, Sales and operations Planning, Manufacturing resources planning, makes the production plan. Master Scheduling: Developing a master production schedule. Materials Requirement Planning: Bill of Materials, MRP process, Uses of MRP. Production Activity Control: Data requirements, Order preparation, Scheduling, Load leveling, Scheduling Bottlenecks, Theory of Constraints and Drum-Buffer-Rope. Inventory Management: Inventory and the flow of materials, Functions of inventory, Objective of inventory management, Inventory costs, Economic order quantity, Variations of EOQ model, Period – order quantity. Independent demand ordering system: Order point system, Determining safety stock, Determining service levels, Different forecast and Lead-Time intervals, Determining when the order point is reached, Periodic review system, Distribution inventory. Products and processes: Need for new products, Product development principles, Product specification and Design, Process design, Continuous process improvement

References:

1. Tony Arnold, Stephen N.C, Lloyd M.C. “ Introduction to Materials Management “, Pearson Education, 2011
2. Thomas E.V, William L.B, Clay D. W, “ Manufacturing Planning and Control for Supply chain Management, Tata McGraw Hill Publication, 2011
3. Stephen N. Chapman (2005)The Fundamentals of Production Planning and Control , Mar 11, 2005
4. Jorg Thomas Dickersbach and Gerhard Keller Production Planning and Control with SAP ERP (2nd Edition)
5. V.D.Vohra (2010) ,Quantative Techniques in Management (4th edn),Tata McGraw Hill Education Private Limited : Delhi

16MS3037 MANUFACTURING PLANNING AND CONTROL

Credits: 3:0:0

Objective:

- Manufacturing planning and control entails the acquisition and allocation of limited resources to production activities so as to satisfy customer demand over a specified time horizon. As such, planning and control problems are inherently optimization problems, where the objective is to develop a plan that meets demand at minimum cost or that fills the demand that maximizes profit.

Outcome:

- To inculcate on the decisions on production and inventory quantities.
- To study the demand management and the evaluating technique of forecast
- To know the production activity control
- To learn the manufacturing order quantities of production control .

Course Description: Introduction: MPC system framework, definition of MPC. Demand Management: Demand management and MPC environment, Communicating with other MPC modules and customers, Producing and evaluating detailed forecasts, using the forecasts. Sales and Operations Planning: Introduction, Fundamentals, The sales and Operations Planning process. Master production Scheduling: The MPS activity, MPS techniques, BOM structuring for the MPS, The final assembly schedule, managing the MPS. Distribution Requirement Planning: Introduction, Techniques, Managing issues with DRP. Just-in-Time: JIT in MPC, JIT Application, Non-repetitive JIT and Joint-firm JIT. Production Activity Control: Framework, Techniques and examples. Advanced Concepts in Scheduling: Basic scheduling research, Advanced research findings, Multiple constraint Scheduling Determining Manufacturing order quantities: EOQ, POQ, PPB, Wagner-Whitin Algorithm, Buffering concepts

Text Books

1. Thomas E.V, William L.B, Clay D. W, “ Manufacturing Planning and Control for Supply chain Management, Tata McGraw Hill Publication, 2011
2. Tony Arnold, Stephen N.C, Lloyd M.C. “ Introduction to Materials Management “, Pearson Education, 2011
3. Stephen N. Chapman (2005)The Fundamentals of Production Planning and Control , Mar 11, 2005
4. Jorg Thomas Dickersbach and Gerhard Keller Production Planning and Control with SAP ERP (2nd Edition)
5. Billington, Dennis, (2009), Production Planning and Inventory Control, PHI Learning

16MS3038 SERVICE OPERATIONS MANAGEMENT

Credits: 3:0:0

Objectives:

- To make the students understand the importance of process analysis and the supply chain issues
- To give a comprehensive learning of the latest trends of handling the materials like MRP and JIT
- To demonstrate the competence of the quality concepts like TQM and Six Sigma.

Outcome:

- To inculcate knowledge on the formulating strategies and strategic positioning
- To obtain knowledge on the yield management
- To emphasize the understanding towards the evaluation approaches under project management.

Course Description: Formulating Strategies Introduction: Services and economy -characteristics of services – Strategic positioning and service strategy – strategically planning for service growth - internet strategies –strategies for mixed traditional and internet retailers – internet and design – environmental strategies- service operations and environment-environmental strategies for service operations . Designing the Delivering System : New service development-service blueprinting – customer utility model - Managing service experiences- The front office- Back office interface -Decoupling – linking decoupling to service concepts – linking decoupling and firm strategies - outsourcing and off shoring- the ethics of off shoring . Improving the delivery system Analyzing processes-process flow diagram – process simulation - service quality- Measuring service quality – gaps in service quality – service quality design – achieving service quality - Six sigma for service process improvement – metrics and strategic consistency. Matching Supply and Demand Yield Management: overbooking – capacity allocation - Inventory in services – need for inventory services – practical methods to reduce stock outs, Waiting Time Management- the psychology of queuing . Simulation: Introduction – Types of simulation – steps of simulation process – advantage and disadvantage of simulation – Monto Carlo simulation – Simulation of an inventory system –Application of simulation

References:

1. Fitzsimmons, J. (2004),Service Management Operations Strategy, Information Technology, (5th edn.), cengage learning: Delhi
2. Metters, R.D., Metters,K., and Pullman, M. (2008), Service Operations Management, (1st edn.), Cengage learning: Delhi.
3. V.D.Vohra (2010) ,Quantative Techniques in Management (4th edn),Tata McGraw Hill Education Private Limited : Delhi
4. Stephen N. Chapman (2005)The Fundamentals of Production Planning and Control , Mar 11, 2005
5. Jorg Thomas Dickersbach and Gerhard Keller Production Planning and Control with SAP ERP (2nd Edition)

16MS3039 PRINCIPLES OF SIX SIGMA AND LEAN MANUFACTURING

Credits: 3:0:0

Objectives:

- Leveraging the basic Industrial Engineering knowledge with advanced methods commonly identified with six sigma (ref: American Society for Quality (ASQ) Body of Knowledge),
- To appreciate the value and utilize teamwork in accomplishing improvements to the “as is” process. Learning a brief history of manufacturing approaches employed and the background and philosophy of lean production

Outcome:

- To demonstrate the competence using Industrial Engineering and Six Sigma “tools” in achieving quantifiable results.
- To learn the concept of waste and that the quest for truly lean production is a journey and not a destination.
- The need for strategy, alignment with other corporate or plant Objective and preparation for lean production will be presented.
- To learn a set of approaches used in implementing lean production in Production operations.
- Need for employee creativity and motivation for lean implementation will be discussed and examples will be given

Course Description: Introduction to Six Sigma Enterprise-wide Deployment- History of Six Sigma-Six Sigma Roles and Responsibilities - Linking Projects to Organizational Goals , Six Sigma Body of

Knowledge Define- Measure- Analyze- Improve- Control. Six Sigma Project Selection and Planning Outline of Project Expectations/Entitlement- Project Selection- Determination of Project Scope-Development of Project Charter-Development of Project Business Case-Team Selection and Development . Project Completion and Presentation Determine Six Sigma Control Methodologies-Implement Methodologies- Measure Process Performances and Determine Project Financial Benefit-Develop Written Project Report- Develop Presentation- Make Presentation.Lean production – Introduction, background and lean thinking. Importance of philosophy strategy- culture-alignment-focus and systems view. Lean production preparation – System assessment, process and value-stream mapping – Sources of waste. Lean production processes, approaches and techniques.—Importance of focusing upon flow. Tools: Workplace organization – 5S.Stability. Just-In-Time – One piece flow – Pull. Cellular Systems Quick change and set-up reduction methods-Total productive maintenance

References:

1. Evans,J.R. and Lindsay,W.M (2007) An introduction to six sigma and process improvement(1st edn.),Cengage learning : Delhi
2. Devadasan, Mohan “ Lean and Agile Manufacturing”, PHI, 2012
3. Breyfogle,J and Forrest W.(.(2006) Implementing Six Sigma (2nd Edn.),John Wiley & Sons, Inc., Cengage learning : Delhi
4. Gary Conner, Lean Manufacturing, 2004, Lean Enterprise Training,
5. Dennis Hobbs (2012), Lean Manufacturing Implementation, J Ross Publication

16MS3040 BUSINESS PROCESS REENGINEERING AND VALUE ENGINEERING

Credits: 3:0:0

Objective:

- To analysis and design of workflows and processes within an organization. Business Process Re-engineering (BPR) is basically rethinking and radically redesigning an organization's existing resources

Outcome:

- To study the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical modern measures of performance, such as cost, quality, service, and speed
- To know the concept of value engineering and job plan of value engineering

Course Description: Business Process: Definition Dimensions, History of BPR, Definition, Basics, Benefits of BPR, Role of leader and manager, Guiding principles of BPR, Key targets of BPR. BPR IN MANUFACTURING INDUSTRY: Enablers of BPR in manufacturing, Product design and development, BPR AND IT: Relationship between BPR and IT, Role of IT in Reengineering, BPR tools and techniques, Criticality of IT in Business process. BPR IMPLEMENTATION METHODOLOGY: Reasons for implementation of BPR, Necessary attributes of BPR methodologies, BPR team characteristics, Different phases of BPR, Different BPR methodologies, Steps of Process Reengineering, Performance measures of BPR, Risks associated with BPR, Barriers to BPR implementation, Areas generating Barriers to BPR, A framework for Barrier management. VALUE ENGINEERING CONCEPTS, THEORY AND FUNDAMENTALS : Relevance of Value engineering to Indian Scenario, Meaning of Value, Ways to add Value, Value Engineering basics, Techniques employed in Value Engineering VALUE ENGINEERING JOB PLAN: Introduction, Selecting the project, Selecting team members, Phases of Value Engineering Job plan, General phase, Information phase, Function phase, Creation , Phase, Evaluation phase, Investigation phase, Implementation phase.

References:

1. Radhakrishnan and Balasubramanian, Business Process Reengineering: Text and Cases, Prentice Hall of India, 2007
2. Dey, Business Processing Re Engineering & change Management , biztantra Wiley 2009
3. Mukha Padhyay(2009), Value Engineering, Sage Publications
4. Iyer(2000), Value Engineering: A How to Manual, New Age International Publishers,
5. Jaganathan(2002), Getting more at low cost: The value Engineering way, Tat Mc Graw Hill,
6. Sethi(2009), Organisational Transformation Through Business Process Re- engineering, Pearson,
7. Kumar(2009), Value Engineering, Narusha Publishers,
8. Shridhara Bhatt(2009), Business Process Reengineering, Himalaya Publishing House

16MS3041 LOGISTICS MANAGEMENT**Credits: 3:0:0****Course Objectives:** This course aims to:

- Present an insight of the principles of logistics management
- Provide a basic understanding of the logistics operations in a business
- Create an awareness about the various avenues of logistics management

Course Outcomes: After completing this course, the student should be able to:

- Understand the concepts of logistics
- Describe the various industries aligned with logistics
- Depict the various utilities of logistics in customer satisfaction.

Course Description: This course covers broadly the fundamentals of logistics management such as 7 R's of logistics management, various objectives management, various transportation modes, fundamental concepts related to packing, various types of warehouses, time management, roles of intermediaries in logistics, containerization, palletization and various document requirements.

References:

1. Dr. Sudalaimuthu and S. Anthony Raj (2009), Logistics for International Business: Text and cases, Prentice Hall India, New Delhi.
2. Bowersox, Donal J. and David Closs, (2009), Logistical Management, (5th edn.), McGraw-Hill, New York
3. Satish K. Kapoor and Purva Kansal, (2009), Marketing Logistics: A Supply Chain Approach, Pearson Education, New Delhi.
4. Vinod V. Sople,(2009), Logistics Management - The supply chain imperative,(2nd edn) Pearson Education, New Delhi

16MS3042 PROJECT MANAGEMENT**Credits: 3:0:0****Course Objectives:** This course aims to:

- Provide an understanding of project management.
- Provide a complete understanding of the project management processes
- Provide insights on the knowledge areas of project management.

Course Outcomes: After completing this course, the student should be able to:

- Use appropriate tools and techniques for Project management;
- Manage project within the present constraints;
- Develop a strategy for project management.

Course Description: The course introduces project management and describes the Organisational influences and project life cycle. A detailed study of the project management processes are included. The knowledge areas related to project integration management, project scope management, project time management, project cost management, and project quality management, project human resources management, project communication management, and project risk management, project procurement management and project stakeholder management are discussed in detail.

Content References:

1. Project Management Institute, (2013), Project Management Body of Knowledge (PMBOK GUIDE), (5th edn), Project Management Institute, Pennsylvania
2. Paul Sanghere, (2008), PMP in depth: Project Management professional study guide for PMP and CAPM exams, Cengage Learning, New Delhi
3. Kim Heldman, (2013), PMP Project Management Professional Exam Study Guide (7th Edn), John Wiley and Sons, Indianapolis
4. Rita Mulcahy (2009), PMP Exam Prep (6th Edn), RMC Publications, Minnesota

16MS3043 CROSS CULTURAL MANAGEMENT

Credits: 3:0:0

Objectives:

- To learn organizational culture within and between countries, across different cultures
- To familiarize management aspirants to practice global management practices, when they work in MNCs and international NGOs
- To offer a selective but broad view of current thinking on culture linked to management, organization and communication

Outcome:

- The course participants stand to gain a substantial understanding of key contemporary issues such as cross cultural conflict and equipped with appropriate negotiation skills required to be a successful cross cultural communicator.

Course Description: Concept – elements and characteristics – cultural variables – types of culture – role of culture – effect of culture on behavior Organizational Systems, Structure and Design: - system's view of organization – organization structure and relationships with systems – culture and organizations – organizational culture and design Organizational Culture and Organizational Change: - cultural differences – dimensions of culture – organizational culture change process – organizational climate – culture and diversity – importance of diversity – barriers to cultural diversity – diversity management – diversity and business performance Basic Cross Cultural Management: cross cultural issues and theories – models of cross cultural analysis – cross cultural issues in Organizations – Globalization and Culture: - link between globalization and culture – institutional factors that promoted globalization – globalization challenges for managing OB - purpose and values . interface between technology and culture – sociological and economic issues in technology management – strategic technology management – technological determinism – Cultural issues in Mergers and Acquisitions (M & A): - concepts and forms of M & A – cross cultural issues in M & As – cross cultural dimensions of cross border M & As – cross-cultural due diligence – Cross-Cultural Decision-Making: - decision making process as a scientific process – contingency approach to decision making – cross cultural differences in decision-making styles Cultural dimensions and dilemmas – management tasks and cultural values - culture and leadership – cultural change in organizations .Communicating in and between cultures – barriers in cross cultural management communication – negotiating in international context – intercultural relationships

References:

1. Dipak Kumar Bhattacharyya, Cross-Cultural Management, 2010, PHI Learning Private Limited, New Delhi
2. Marie-Joelle Browaeys and Roger Price, Understanding Cross-cultural Management, 2010, Dorling Kindersley (India) Pvt. Ltd, New Delhi
3. Maureen Bridget Rabotin, Culture Savvy: Working & Collaborating Across the Globe, 2012, Cengage Learning India Pvt. Ltd, Delhi 110092
4. S.C. Gupta, Global Business and Cross Culture, 2012, Galgotia Publishing Company, New Delhi – 110058
5. Richard M. Steers, Carlos Sanchez-Runde, and Luciara Nardon, Management Across Cultures Challenges and Strategies, ISBN:9781107606210, Cambridge University Press, New Delhi – 110002

16MS3044 COMPENSATION MANAGEMENT**Credits: 3:0:0****Objectives:**

- To have an insight into compensation structure followed in the industry
- To know the process of linking performance with pay
- To understand the value/ process of framing of different benefit plans
- To explore methods by which labour costs could be controlled

Outcome:

At the end of the course,

- Students would be able to frame a strategic pay model
- Students would be able to frame incentive schemes, benefit plans based on organizational/industry requirements
- students will also be able to work out labour costs and suggest measures to have labour costs under control

Course Description: Compensation: Definition – view of employers, employees, stock holders, public, global views. Dimensions: Cash compensation – Base Wage, Merit Pay, Incentives. Benefits: allowances, income protection measures – Compensation System – Strategic Pay Decisions: Developing a total compensation strategy, tests for source of competitive advantage - Best fit Versus Best Practices – Job Analysis and Job Evaluation. Internal alignment as a compensation strategy; factors influencing internal structure Internal Structures: Tailored Versus Loosely coupled, Egalitarian Versus Hierarchical. Considering External Competitiveness: External competitiveness — Factors shaping external competitiveness: Labour Market, Product Market Factors, organisation Factors, Relevant Markets - Competitive Pay Policy Alternatives. Pay for performance Plan - Types of Pay for Performance: Shop Floor Incentives, Sales Force Incentive Schemes, Executive Pay, team based pay – Profit Sharing – Gain Sharing – Employees Stock Ownership Plan (ESOP) – Role of Performance Appraisals in determining pay for performance. Long term incentive plans and short term incentive plans. Components of a benefit plan – Administering benefit program - Benefit Options: Retirement and Savings plan, Life Insurance, Medical Benefits, Medical Insurance and Miscellaneous; child care, elder care etc. Role of Union in determining compensation, union and alternative reward systems – Estimations regarding ability to pay: Change Agent in Restructuring and structuring the compensation function

References:

1. Milkovich, G.T., and Newman, J.M., (2005) Compensation (8th edn.), India: Tata McGraw Hill
2. Richard I. Henderson, (2006) Compensation Management in a Knowledge Based World (10th edn.), India: Pearson Education

16MS3045 LABOUR LEGISLATION AND INDUSTRIAL RELATIONS

Credits 3:0:0

Objectives:

- To provide adequate knowledge and critical understanding of substantive and procedural labour laws in operation in India
- To make the participants take keen interest in the practical aspects of Industrial Relations for the betterment of the employer-employee relations.

Outcome:

- The participants will be able to handle legal issues pertaining to industrial relations in organizations
- To be equipped with skills to manage employer-employee conflicts/grievances.

Course Description: Laws on Working Conditions - Factories Act, 1948: Approval, licensing and registration of factories – Inspectors and their powers – Health, Safety and Welfare Provisions – Working Hours of adults – Employment of Young Persons - Contract Labour (Regulation and Abolition) Act, 1970: Registration, Revocation of Registration, Prohibition of Employment of Contract Labour, Licensing of Contractors, Welfare and Health of Contract Labour, Penalties. Laws on Industrial Relations – Industrial Relations — Recommendations of National Commission of Labour – International Labour Organisation ; Industrial Disputes Act, 1947: Strike, Lockout, Layoff, Retrenchment, Grievance and Disciplinary Procedures, Unfair Labour Practices, Penalties. Industrial Employment (Standing Orders) Act, 1946: Information in standing orders - Procedure for submission – Certification - Modification of Standing Orders . Trade Unions Act, 1926: Registration of trade union - Rights and Liabilities - Dissolution of Trade Unions .Laws on Wages And Bonus - Minimum Wages Act, 1948: Minimum rate of wages Payment of Wages Act, 1936: Rules for payment of Wages, Deductions, Maintenance of Records and Registers - Inspectors, Claims, Offences and Penalties. Payment of Bonus Act, 1965: Meaning - Eligibility for Bonus – Payment of minimum and maximum bonus –.Laws on Labour Welfare - The Workmen’s Compensation Act, 1923: Employer’s liability for compensation – Accident arising in the course of employment - The Employees’ State Insurance Act, 1948: ESI Corporation - Medical Benefit Council . The Maternity Benefit Act, 1961: Leave for illness arising out of pregnancy - Nursing Breaks - Inspectors, Offences and Penalties.Laws on Social Security - The Employee’s Provident Fund and Miscellaneous Provision Act, 1952: Schemes – Contributions – Employees’ Pension scheme - Employees’ Deposit-linked insurance scheme – Offences and Penalties.The Payment of Gratuity Act, 1972: Payment of Gratuity - Determination of the amount of Gratuity - Offences and Penalties.

References:

1. P.L. Malik, “Handbook of Labour and Industrial Law”, Eastern Book Company Publishing Pvt. Ltd., Third Edition, 2010
2. B.D. Singh “Labour Laws for Managers”, Excel Books, First Edition, 2007
3. Labour & Industrial Laws, P.K. Padhi (2010), PHI Learning P. Ltd.
4. T.N Chhabra & R.K.Suri “Industrial Relations” Dhanpat Rai & Co,2007
5. P.R.N. Sinha, Industrial Relations, Trade Unions, and Labour Legislation, Pearson, 2010.

16MS3046 MANAGING EMPLOYEE PERFORMANCE

Credits: 3:0:0

Objectives:

- To enhance knowledge about employee performance in organizations
- To enable the participant to distinguish individual and organizational performance
- To provide insights into the various methods and techniques of performance evaluation
- To facilitate planning for performance, coaching, measuring and mentoring

Outcome:

At the end of this course the student participant will be able to

- Thoroughly transpire the nuances of employee performance management
- Create templates and models to measure performance
- Plan, execute and monitor individual performance and generate reports
- Familiarize with the latest trends and technological support for managing performance

Course Description: Performance Planning - Performance Planning – Meaning – Planning need based Individual Performance – Approaches – Contexts and explanations - Identification of Target – Action Plans – Goal Setting Identifying performance indicators - Key Result Areas – Key - Performance Areas - Competency Levels – Benchmarking - Developing Measurement Scales – Criteria for performance measures - Aligning Standards in accord to organizational plans & Objective – Performance administration. Measuring Performance - Performance Measures - HR Scorecard - HR Accounting – Competency - Analysis & Competency Mapping - Competency Analysis Tools - Thomas DISC Profiling – Introversion and Extroversion Inventory - Performance Appraisal Tools: Behaviourally Anchored Rating Scales - Graphic Rating Scales, 360 Degree Appraisal- Management by Objective – Assessment centers. Coaching & Counseling - Coaching to improve Poor Performance – Sustaining Performance through Counseling – Encouraging Superior Performance – Role of counseling in post appraisal Interviews – Behavior management for enhanced performance. Managing performance across borders – Cultural impact on performance evaluation – Management of performance appraisal program - Performance Analysis as a Cost Effective Analysis – Evaluation through Survey, Interviews - Feedback Sessions – Periodical Checks to ascertain program Objective – Control mechanism.

References:

1. Rao T.V, (April 2004) Performance Management (1st edn.) India: Response
2. Kohli A.S. (2008), Performance Management (1st edition) New Delhi, Oxford University Press.
3. Werner Desimone, (2006) Human Resource development (India edn.) India: Cengage Learning
4. Geert Bouchaert & John Halligan (2008) Managing performance (1st Edn.) New York: Routledge
5. Tapomoy Deb, (2008), Performance Appraisal and Management, 1st Edn. New Delhi, Excel Books

16MS3047 NEGOTIATIONS MANAGEMENT

Credits: 3:0:0

Objectives:

- To unravel the fundamentals of negotiations to the student participant
- To give an exposure on the merits and demerits of conflicts and resolutions in an organization
- To train students on various negotiation skills and requirements for negotiation
- To educate the participant on ethical usage of negotiations for conflict resolution

Outcome:

At the end of the course the student participant will be able to

- ascertain the need for conflict resolution in a given situation
- understand human psychology and choose the most appropriate method for negotiation
- systematically resolve conflicting situations and arrive at mutually conducive solutions

Course Description: Introduction to Negotiation - Defining Negotiation – Distributive – Classic distributive bargaining and Integrative bargaining – Context of negotiation – Structure – Relationship – Interdependence – Power – Role of personality in negotiation – Personality Attributes. Theories of Negotiation: Identity theory – Social Interaction theory – Field theory – Human need theory – Rationale choice theory – Transformation theory – Mutual gains theory – Impasse and Alternative Dispute Resolution (ADR) – Negotiation Process – Pre-negotiation – Opening – Information sharing – Problem solving – Settlement. Key Negotiating Temperaments – Harmonizer – Controller – Pragmatist – Action seeker - Perceiving others - Communicating in negotiation – Effective listening – Effective speaking Understanding cultural and gender differences – Types of power – Influence of power in negotiations. Principles of persuasion – Social judgment theory – Cognitive dissonance – Crossing the creek – Ethics in negotiation – Fairness – Trust - Importance of assertiveness in negotiation - Rules of negotiation and common mistakes – Interests and goals – types of goals – Prospective goals – Retrospective goals. Strategies of Negotiation – Increments of concession – Principles negotiation – Multiple Equivalent Simultaneous Offers (MESO) – Economic matrix – 3-D Negotiation – Interpersonal negotiation - Team Negotiation – Consumer negotiation – Organizational negotiation – Community negotiation – International negotiation

References:

1. Barbara A Budjac., & Corvette (2012) Conflict Management: A practical guide to developing negotiation strategies (3rd Edition) Pearson Education, India
2. Michael L Spangle & Myra Warren Isenhardt (2008) Negotiation: Communication for diverse settings (2nd edition) Sage Publications, India
3. Michael R Carrell & Chistina Heavrin (2009) Negotiating Essentials – Theory, Skills & Practices (2nd Edition) Pearson Education, India.
4. Rao S L., (2005), Negotiation made simple, (1st edition), Excel Books, India
5. Deborah M Kolb & Judith Williams (2007), Everyday Negotiation (1st edition), Wiley India Pvt., Ltd.

16MS3048 ORGANIZATIONAL TRANSFORMATION

Credits: 3:0:0

Objectives:

- To understand radical change dynamics in management philosophy
- To help the student participant understand organizational transformation
- To facilitate deeper insight through knowledge and skill acquisition

Outcome:

At the end of the course the student participant will be able to

- Appreciate the importance of change and transformation at various levels of organization
- Practically decipher organizational structures and design for effective change
- Formulate strategies for transformation and change using various models

Course Description: Historical context of change – An uncertain future – Organizations today – Strategies for effecting change in human systems – Nature of organizational change - Foundations of organization transformation - Intervention theory and method – Intergroup problems in organizations - Organization mirror interventions – Parallel learning structures. Organizational structure – design –

Dimensions of structure – Models of change – Culture for change – Sources of culture – Dimensions of organizational culture – Organizational politics – Politics of powerlessness – Power and conflict in times of change – Link between power, politics and conflict – Leadership of change – Approaches. Strategies for managing change – Hard systems model of change – Soft systems model – Managing change in soft complexity – OD process – Action research model - Cutting edge strategies - Appreciative inquiry – Empowering to manage change – Accelerating the cycles of OD interventions. Implementation guidelines and issues – A changing future – Creating readiness for change – Defining political model for organizations - Choosing the depth of organizational intervention – Rules of thumb for change – Occupational changes – operating virtually - Improving self efficacy through coaching. Creating successful organizational change – Organizational mental modes – Dealing with individuals and groups – Overcoming resistance to organizational change – Managing discontinuities – Interventions for turnaround situations – Success stories of organizational transformation in Indian industries.

References:

1. Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki (2011) Organization Development and Transformation (6th edition), Tata McGraw-Hill, India.
2. Barbara Senior & Jocelyne Fleming, (2010), Organizational Change, (3rd Edition) Pearson Education, India.
3. Cummings & Worley (2009), Organizational development and change (8th edition), Cengage Learning, India.
4. Harigopal K, (2001), Management of Organizational Change: Leveraging Transformation, (1st edition), Response books, India
5. Organization Development and Transformation, SK Bhaha, (2010), Deep and Deep Publication Pvt. Ltd.

16MS3049 STRATEGIC HUMAN RESOURCE MANAGEMENT

Credits: 3:0:0

Objectives:

- To provide strategic human resource management processes that can be employed for business performance
To understand investment perspective for guiding managerial decisions regarding strategic human resources related issues
- To develop appropriate strategies for organizational effectiveness

Outcome:

- To enable participants capable of conducting a strategic review of human resource practices in order to develop and implement strategic human resource management
- To explore the strategic role of human resources in organizational performance
- To evaluate and measure employee performance, mentoring and career management

Course Description: Introduction to Strategic Human Resource Management (SHRM) – human resources as assets – evolution of SHRM – strategic fit – distinctive human resource practices – theoretical perspective on SHRM Human Resource Environment: HRM in knowledge economy – HR Outsourcing – Technology and HRM – HRM and change. Human Resource Evaluation: HRM and firm performance – rationale for evaluation – measures of HRM performance – contemporary approaches Human Resource Planning (HRP): business strategy and HRP – significance of HRP in changing environment – SHRM – HRP and outsourcing Acquiring Human Resources: external influences on staffing - internal influences on staffing – internal versus external recruitment sources - staffing process – Training and Development of Human Resources: HRM approaches to Training and Development –

linkage between business strategy and training – new developments in Training and Development Performance Management and Development Systems: problems – effective performance management systems – technology and performance management – strategic linkage of performance management – Compensation and Rewards Management: determinants – approaches – equity in rewards decisions – trends in executive compensation – business strategy and compensation. Managing Careers: career planning, development, and management – design and implementation of career management systems – SHRM approach to career management – Mentor Relationships: concept – perspectives – outcomes – barriers – special mentoring challenges – Work-Life Integration: changing notions – issues – work life balance – work life integration. Link to Business Strategy and Firm Performance: - sustained competitive advantage .

References:

1. Tanuja Agarwala, (2007), Strategic Human Resource Management, Oxford University Press, New Delhi 110 001
2. George F. Dreher, Thomas W. Dougherty, (2005), Human Resource Strategy – a Behavioural Perspective for the General Manager, Tata McGraw-Hill Publishing Company Limited, Delhi 110 032
3. Michael Armstrong, Strategic Human Resource Management,(2009), Kogan Page India Private Limited, New Delhi – 110 002
4. Charles R. Greer, (2001), Strategic Human Resource Management, A General Managerial Approach, Pearson Education
5. Jon M. Werner, Randy L. De Simone, (2009) Human Resource Development, Cengage Learning, Delhi 110092

16MS3050 WORK PLACE COUNSELING

Credits: 3:0:0

Objectives:

- To develop a conceptual understanding of workplace counseling and its importance in organizations
- To develop counseling skills in the budding managers so that they can help their employees to sort out their personal, family and work related problems

Outcome:

At the end of the course,

- the students acquire a wide range of communication methods that managers can use, to build trusting and respectful relationships
- Students get practical knowledge of creating amicable and conducive environment in the organizations in which employees can better manage themselves and their work.

Course Description: Emergence and growth of counseling services; factors contributing to emergence of counseling, moral, philosophical and economic issues. Approaches to counseling; Psychoanalytic – Behaviouristic – Humanistic – Roger’s self-theory – Self concept and its development. Counseling Process; Stages in counseling process – Counseling relationship – Counseling interactions – factors influencing counseling process - counselee factors, Counseling Interview; Non-verbal communication – counselee and counselor relationship – interviewing techniques – structuring counseling relationship. Counseling Skills; Non-verbal communication – modalities – interpretation – non-verbal messages, Verbal communication – Verbal messages – verbal listening – silence or passive listening – restatement of content and reflection of feeling, Listening barriers; personal limitations, emotional reactions – lack of self awareness – self consciousness, qualities – tolerance – discretion – empathy – positive regard. Psychological testing and diagnosis; Types of psychological tests, factors affecting results

of tests – limitations of use of tests, test use and test interpretation in counseling process. Non-test client appraisal techniques, psycho diagnosis and limitations of diagnosis. Evaluation of counseling: Problems – approaches – problems of measuring change – usefulness of counseling – criteria for evaluation. Organisational Applications; Group Counseling – structuring groups – types of groups – process of group counseling – limitations and assumptions. Change Management - Managing diversity - Equal Opportunities – Mentoring – Team Management – Conflict Resolution – Organisational Development – Dealing with problem subordinates – Alcoholism, Substance Abuse, Habituation and dependence – Counseling for stressed employees

References:

1. Kavita Singh, Counseling skills for managers, Prentice Hall of India, (2007)
2. S.Narayana Rao, Counseling and guidance, Tata Mc-Graw Hill Company (2010)
3. Philip Burnard, Counseling skills training: Viva Books Private Limited (2007)
4. Richard Nelson Jones, Basic counseling skills, A helpers Manual, Sage Saith Asia, (2008).
5. Adrian Coles, Coles, Counselling in Workplace, Open University Press, 2003.

16MS3051 TRAINING AND DEVELOPMENT

Credits: 3:0:0

Objectives:

- To comprehend the theory surrounding learning
- To provide the application of training methods
- To help prospective trainers to create a value through T&D
- To successfully deal with competitive challenges

Outcome:

- Student will have a good understanding on identifying the training needs of the employees
- Students learn to design, develop the training programs for employees
- Students are exposed to the implementation and evaluation of the training imparted to the employees
- Students learn the theoretical underpinnings of adult learning or androgyny

Course Description: Introduction: opportunities and challenges – the role of training-structure of training organizations- strategic planning and training- OD and training-motivational and learning theories, understanding motivation and performance, training and management development, Objective of training.Training Need Analysis (TNA): what is TNA- importance of TNA, benefits of TNA, When to conduct need analysis, Conducting need analysis-Framework for TNA approaches-outcomes of TNA. Training design: definition of training design, identifying constraints-developing Objective- essential elements in training design, important consideration while designing a training course- Bloom's typology of learning, The CRAMP model, facilitation of learning, facilitation of transfer-theories of training design- Elaboration theory, Gagne-Brigg's theory. Training methods: On the job methods- off the job methods- traditional methods-E learning-technology's influence on training and learning-computer based training-developing effective online learning-technologies for training support-for training administration-development phase-implementation phase. Evaluation: Reasons-process- types of evaluation data-outcomes used in evaluating training programs - constraints in evaluation-four levels frameworks of evaluation criteria-evaluation designs- post test only- pretest-post test- post-test only with control group- pretest-post test with control group- the future of training and development

References:

1. Blanchard, P.N., and Thacker, J.W., (2004), Effective training: Systems, strategies and practices, 2nd ed., Prentice Hall of India
2. Raymond, A. Noe (2008), employees training and development, 4th ed., Tata Mc-Graw Hill
3. G.Pandu Naik, Training and Development, Excel books, New Delhi, 2007
4. William Rothwell, Beyond Training and Development, Jaico Publishing house, 2007
5. Goldstein Irwin L., Ford, J. Kevin , Training in Organizations, Thomson Asia Ltd., Singapore, 2005

16MS3052 DESIGNING HUMAN RESOURCE SYSTEM**Credits: 3:0:0****Objectives:**

- This course aims to develop an insight of various HR practices in the organisation that makes the employees to work more effectively.
- It gives the learner an overall picture about how Human resource system is designed in an organization
- It also gives an insight into how the best working environment can be established in an organization where the employees feel pride and joy in their work, how jobs can be designed to help the employees to utilise their higher level skills and satisfy their higher level needs.

Outcome:

- Student will be clear on analyzing the concepts pertaining to HR
- Students learn to take up the challenge of matching the role and the person in organisations.
- Students are exposed to the recent and changing trends of HR.
- Students learn the method of appraising one's performance / potentiality, developing the dyadic relationship, and to integrate the individual in the culture.

Course Description: Development as the underlying concept of HRS: Functions of HRS, Structuring HRS, Changing boundaries of HRS, Business environment, Organizational context, context of societal culture, organizational culture, proactive and reactive strategy for design, Case study. Matching the role and person: Recruitment and placement – selection procedure – and techniques – different sources of recruitment- internal VS external sources- Merits and demerits of internal and external sources of recruitment- induction of the newly selected employees- Role analysis – Key Performance areas – Critical attributes – Competency Mapping – Assessment center approach – From recruitment and placement to top grading - case study. Performance Appraisal – Developing the person in the role – Different appraisal systems to Performance Management Systems – difference between performance management and performance appraisal - traditional and modern methods of appraisal – Potential Appraisal: Role description – Qualities required – Indicator of qualities – Organizing the system – Feedback on potential appraisal for career appraisal – Introducing potential appraisal – linkages with other systems case study. Objective of coaching – Conditions for effective coaching – process of coaching - making coaching more effective – Job enrichment – Quality of working life – Role efficacy – Development need of workers-case analysis. Strong, Corporate identity – Building healthy traditions and practices – Communication – methods of communication - Mentoring – Assimilation and Integration – effective assimilation strategy – pygmalion impact - case analysis

References:

1. Udai Pareek and Rao TV (2003) Designing and Managing human resource systems, (3rd Edition), Oxford & IBH Publishing Co.,* (I)
2. Werner Desomond,(2008), Human resource development, Cengage India learning Private limited, New Delhi

3. Peter Pruzan (2007) Leading with wisdom, Spiritual-based leadership in business, Tata McGraw Hill, India
4. Lepak David and Gowan Mary (2009), Human resource management, Pearson Education, New Delhi
5. Jayanth Mukherjee (2012), Designing Human Resource Management Systems A Leader's Guide, Sage publication Ltd., Delhi.

16MS3053 LOGISTICS CONCEPTS AND PLANNING

Credits: 3:0:0

Objectives: This course aims to:

- Provide an understanding of the basic concepts in logistics management;
- give an insight about the logistics market; and
- Provide an overview of the Logistics System.

Outcomes: After completing this course, the student should be able to:

- Apply the fundamentals of logistics management for the efficiency in performance.
- Demonstrate the skills in logistics functional strategies.
- Evolve a suitable decision making functions in logistics related issues.

Course Description: Concepts of Logistics - Integrated logistics: Logistics evolution, logistics operations integration, Supply Chain relationships, logistics system design - Logistics positioning, integration theory, transportation design, Logistics strategy - Logistics planning triangle, logistics functional strategies and applications, purchasing decisions, storage decisions, inventory decisions and location decisions, logistics planning and design.

References:

1. Douglas M. Lambert, James R Stock and Lisa M. Ellram (1998), Fundamentals of Logistics, International Edition: Irwin McGrawHill.
2. V.V. Sople (2012), Logistics Management, New Delhi: Pearson Limited.
3. Lemay Stephen, Bloomberg, David J Hanna Joe (2002), Logistics, New Delhi: Prentice Hall.
4. Singh P Rakesh Ailawadi, Satish C (2012), Logistics Management (2nd ed.), New Delhi: Prentice Hall India.

16MS3054 WAREHOUSE AND DISTRIBUTION FACILITIES MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:

- Provide an understanding of the basic concepts pertaining to warehousing operations;
- give an insight about the procedural set-up of warehousing; and
- Offer an overview of managing warehouse efficiency.

Outcomes: After completing this course, the student should be able to:

- Address the issues related to warehousing.
- Display the skills of unitization, and
- show the efficiency in distribution facilities management.

Course Description: Issues, Equipment, Processes Warehouse rationale and material flow, warehouse operations, systems, Layout, Managing Warehouse Efficiency - Order Picking, Measuring warehouse efficiency, warehouse workforce design and development, Unitization, Shipping and Packaging -

Unitizing, packaging, Packaging for transportation, Distribution Facilities Management Materials Handling System design, Material handling technologies, site selection.

References:

1. S. A. Jiffry (2012), Effective Warehouse Management – Lamber Academic Publishing.
2. Emmet. (2005), Excellence in Warehouse Management (1st ed.), John Wiley & Sons (Asia) Pte Limited.
3. Peter Baker, Alan Rushton, Phil Croucher. (2014), The handbook of Logistics and Distribution Management (5th ed.), Kogan Page.
4. Keller B (2013), Specifications of the definitive guide to warehousing: Managing the store and handling of materials and products in the Supply Chain, New Delhi: Pearson Education (Singapore) PTE. Ltd.,

16MS3055 FREIGHT TRANSPORT MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:

- Provide a basic understanding about freight management;
- give an broader view on the fundamentals of transportation component in Logistics management; and
- Give an overview of the regulatory framework of transportation.

Outcomes: After completing this course, the student should be able to:

- Apply the essentials of freight management in cost efficiency.
- show the skills in the documentation process of transportation, and
- help the management in the decision-making process to manage their cargo movement.

Course Description: Transport fundamentals - Transport systems, choices, characteristics, types of services, freight costing and pricing, Documentation, Regulation and Policy - Documentation, Transportation regulation and public policy, transportation policy, associations, Transport decisions - Transport service selection, Vehicle routing and scheduling.

References:

1. Michel Savy, June Burnham (2011), Freight Transport and the Modern Economy, Routledge Chapman and Hall
2. David Lowe (2005), Intermodal Freight Transport, Elseveir Butterworth Heinemann
3. Nagabhushana Rao S (2004), Transportation Management, New Delhi: Nidhi Book Centre.
4. Kunaka Carruthers (2014), Trade and Transport corridor management, World Bank Publications.

16MS3056 INTERNATIONAL LOGISTICS

Credits: 3:0:0

Objectives: This course aims to:

- explore the crux of international logistics;
- showcase the nitty-gritty of modes of international transportation; and
- Present the various risks involved in all modes of transportation.

Outcomes: After completing this course, the student should be able to:

- Define the basic inputs of international logistics.
- portray the feasibility of decisions in relation to the selection of modes of transportation, and
- Tackle the issues related to fixing the precise INCOTERMS for the consignment.

Course Description: Definition, concept and importance - Meaning and significance of International Transportation, Modes of International transportation, Freight costing and pricing, Ocean and Air mode of transportation - Features, Types and terminology, Freight, parties and Perils associated with sea mode, Unit Load Device concept, Air cargo tariff structure, Air freight consolidation, IATA, TIACA, Concept of Land Mode, Intermodalism - Road, Rail, pipeline, Containerisation, Procedural and Documentation - EXIM procedure, INCOTERMS 2010, Packing and labeling for exports.

References:

1. S.Sudalaimuthu and S. Anthony Raj (2015), Logistics Management for International Business: Text and Cases (2nd Revised Ed), New Delhi: Prentice Hall India Limited.
2. Pierre A. David and Richard D Stewart (2010), International Logistics: Management of International Operations (3rd Edition), Cengage Learning Custom Publishing.
3. Branch A E (2008), Global Supply Chain Management and International Logistics (1st Edition), New Delhi: ANE Books
4. Faustino Taderera (2010), Principles and Practice of International Logistics: Supply Chain, Shipping, Warehousing, LAP-Lambert Academic Publishing.

16MS3057 CONTRACT AND REVERSE LOGISTICS

Credits: 3:0:0

Objectives: This course aims to:

- Provide an understanding of the basic concepts in contract logistics;
- offer a broader view of reverse logistics; and
- Cultivate the importance of delivering logistics services.

Outcomes: After completing this course, the student should be able to:

- Emanate the skills of fixing the contract logistics for their organisation.
- Leverage the concept of outsourcing the logistics activities, and
- Enhance the possibilities of addressing delivery related issues.

Course Description: Contract Logistics - Third Party Logistics, Formulating and selecting contract logistics provider, implementing outsourcing strategy, Introduction to reverse logistics - Closed loop supply chains and reverse logistics, business and market review, Emerging trends in Reverse Logistics - Systems and technology, managing processes, Delivering Logistics Services - Project/Operations planning, Managing service quality and performance.

References:

1. Zhang Changsen (2005), Third Party Logistics Management, Logus Verlag Berlin.
2. Janina Bohling (2013), Outsourcing and Third Party Logistics, Grin Verlag Publishers.
3. Jerry Davis and Curtis Greve (2012), An Executive guide to Reverse Logistics: How to find hidden profits by managing returns, Greve Davis Publishing
4. Van Wassenhove Wassenhove Inderfurth Fleischmann Dekker (2010), Reverse Logistics, Springer Publications

16MS3058 SUPPLY CHAIN CONCEPTS AND PLANNING

Credits: 3:0:0

Objectives: This course aims to:

- Provide an understanding of the fundamental concepts in Supply Chain;
- provide a platform to evolve a successful supply chain performance; and
- offer the ways of forecasting to enhance Supply Chain planning.

Outcomes: After completing this course, the student should be able to:

- Apply the basics of logistics management for the efficiency in performance.
- Demonstrate the skills in managing material flow in the organisation.
- Display the exploring global logistics market.

Course Description: Concepts of Supply Chain - Service and manufacturing supply chain dynamics, Integrated Supply Chain design, Supply Chain strategies, Supply Chain Performance Drivers and Forecasting - Logistics drivers, cross functional drivers, Collaborative Planning , Forecasting and replenishment (CPFR), Sales and Operations Planning - Introduction to Sales and Operations planning, Resource planning, scheduling.

References:

1. Ling Li and Ling Li (2007), Supply Chain management: Techniques and practices – Enhancing the value through Collaboration, World Scientific Publishing company.
2. Robert Monczka, Robert Trent and Robert Handfield (2007), Purchasing and Supply Chain Management, International Edition: South-Western Publishing, Thomson Learning Inc.
3. Rahul V Altekar (2009), Supply Chain Management: Concepts and cases (1st Edition), New Delhi: Prentice Hall India Pvt Ltd.,
4. Christoph Kilger and Hartmut Stadler (2007), Supply Chain Management and Advanced Planning: Concepts, Models, Software, and Case studies (4th Edition), Springer-Verlag Publishing.

16MS3059 MATERIALS AND INVENTORY MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:

- Provide an understanding of the basic concepts in Materials and inventory management;
- give an insight about the cost aspects of Inventorying; and
- Provide an overview of the inventory control system.

Outcomes: After completing this course, the student should be able to:

- Relate the basics of material flow in the organisation;
- Exhibit the skills in managing Inventory system; and
- Display the expertise in evolving successful Inventory management methods.

Course Description: Materials Management - Materials classification, storage, handling and inventory - ,Inventory Planning - Inventory functionality and principles, inventory types and characteristics, costs relevant for inventory decision making, planning the inventory resource, accommodating uncertainty, Inventory Management - Policies, Processes, strategic development process, methods for improved inventory management, selective inventory control system, tools for inventory control.

References:

1. Richard J. Tersine (1993), Principles of Inventory and Materials Management (4th Edition), Pearson Limited

2. Gopalakrishnan (2009), Materials Management (1st Edition), New Delhi: PHI Learning Pvt Ltd.,
3. A.K. Datta (2009), Materials Management: Procedures, Text and cases (2nd Edition), New Delhi: PHI Learning Pvt Ltd.,
4. John W. Toomey (2000), Inventory Management: Principles, concepts and Techniques (Materials Management Logistics series), London: Springer – Verlag GmbH.

16MS3060 PURCHASING AND STRATEGIC SOURCING

Credits: 3:0:0

Objectives: This course aims to:

- offer a broader outlook on purchasing function;
- figure out the possibilities of strategic outsourcing through conceptual analysis; and
- Provide an overview of the Strategic outsourcing quality.

Outcomes: After completing this course, the student should be able to:

- Look into the purchasing operations and its structure;
- Analyse the possibilities of effective strategic outsourcing analysis; and
- Evaluate the quality of strategic outsourcing and its process.

Course Description: Purchasing operations and structure - Purchasing and supply processes, purchasing policy and procedures, Supply Management integration for competitive advantage, purchasing and supply organisations, Strategic Outsourcing Analysis - Supply management and commodity strategy development, supplier evaluation and selection, Tools and techniques of purchasing analysis, Strategic Outsourcing Quality - Supplier quality management, supplier management and development, Strategic Outsourcing Process - Strategic Cost management, Negotiation, contract management.

References:

1. Gopalakrishnan P (2001), Purchasing and Materials Management (1st Edition), New Delhi: McGrawHill Education (India) Pvt Ltd
2. Sarika Kulkarni (2011), Purchasing and Inventory Management (1st Edition), Shroff Publications.
3. Mohsen Shirani (2012), Strategic Outsourcing, LAP-Lambert Academic Publishing.
4. Folinas (2012), Outsourcing Management for Supply chain Operations and logistics services, Information Science Reference.

16MS3061 MARKETING CHANNEL DESIGN AND DISTRIBUTION PLANNING

Credits: 3:0:0

Objectives: This course aims to:

- Cover the wider spectrum about the marketing channel design and distribution planning;
- Offer the various distribution strategies; and
- Provides knowledge on the effective management of pricing and revenue.

Outcomes: After completing this course, the student should be able to:

- Contribute in the distribution strategies of his/her firm.
- Add nitty-gritty ideas into the effective managing of their distribution functions; and
- Showcase the efficiency in Pricing and revenue management in Supply Chain.

Course Description: Marketing Strategies and Physical Distribution, Distribution strategies - Direct shipment, intermediate inventory storage points, transshipment, Retailer-supplier partnerships, Distribution resource planning and implementing, Pricing and revenue management in Supply Chain -

Multiple customer segments, Perishable assets, seasonable demand, Bulk and spot customers.

References:

1. Ross (2004), Distribution Planning and Control (2nd Edition), Springer Publications
2. Liwen Chen (2011), Issues in Operations Management and Marketing interface research: Competition, product line design and channel coordination, Proquest, UMI Dissertation Publishing.
3. Pingali Venugopal (2001), Marketing Channel Management: A customer – centre Approach (1st Edition), SAGE Publications India Pvt Ltd.
4. Donald Waters (1999), Global Logistics and Distribution Planning and Strategies for Management (Revised Edition), CRC Press.

16MS3062 DECISION MODELING IN LOGISTICS AND SCM

Credits: 3:0:0

Objectives: This course aims to:

- Provide the quantitative measures of logistics management;
- give an insight about areas of cost optimization; and
- Ponder and practice the ways and means of effective managerial decision making using various analytic tools.

Outcomes: After completing this course, the student should be able to:

- Apply the theories and conceptual models for optimizing the cost.
- Emanate effective decision-making by analyzing with proper measures.
- Display the skill of approaching the key issues using analytics.

Course Description: Transportation Mix, Factors influencing effective selection system, transportation costs, method of selection, IT and SCM, data mining and SCM, QT for managerial decision making, LPP, transportation and assignment problem, international control, Simulation, forecasting, Supply Chain Reengineering, and cost & performance measurement in SCM.

References:

1. Anurag Saxena and Lt.Col. Kaaushik Sircar (2007), Logistics and Supply Chain Management: Text and Cases, New Delhi: Jaico Publishing House.
2. Nagrah Balakrishnan, Barry Render and Ralph M Stair (2014), Managerial Decision Modeling with Spreadsheet (3rd Edition), Pearson Education.
3. R.B Khanna (2012), Quantitative Techniques for managerial decisions (2nd Edition), PHI Learning Pvt Ltd.
4. David Levine, Timothy, Mark Barry Render, Ralph M. Stair and Michael E Hanna (2012), Quantitative Techniques for Management, Pearson India Limited

16MS3063 INTERNATIONAL BUSINESS ENVIRONMENT

Credits: 3:0:0

Objectives: This course aims to:

- provide a conceptual understanding about the international business environment
- make the learners keep abreast with the changing environment of International Business
- find the ways and means of entering into the offshore market.

Outcomes: After completing this course, the student should be able to:

- identify their marketing environment,

- analyse the economic, technological, and cultural environment; and
- scan the environments and apply the business strategies accordingly

Course Description: International business environment, environmental analysis, globalization, micro and macro environment, global supply and demand, infrastructural requirements, Corporate Social Responsibility, Foreign Direct Investment and its regulations, technology transfers, natural environment and its components, political environment, cross border mergers and acquisitions.

References:

1. Philip Cateora, International Marketing, Tata McGraw-Hill, New Delhi, 2008.
2. Francis Cherunilam, Business Environment, Himalaya Publishing House, Mumbai, 2007.
3. Keith Davis and Robert Blomstrom, Robert L., Business and Society: Environment and Responsibility, 1995
4. Ghosh, P.K. and Kapoor, G.K., Business Policy and Environment, Sultan Chand and Sons, New Delhi, 1992.

16MS3064 INTERNATIONAL LOGISTICS MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:

- Provide the basic understanding of the logistics operations in international business
- have a clear understanding about the various parties involved in logistics activity
- understand the infrastructural support of logistics industry

Outcomes: After completing this course, the student should be able to:

- comprehend to the world of logistics
- identify their careers in this expanding industry.
- Analyse the problems faced by the logistics firms and offer solutions for the same.

Course Description: Logistics flow, logistics costs, international trade logistics chain, objectives of logistics management, 7Rs of logistics management, logistics management in Export business, INCOTERMS, seaborne trade operations and shipping management, packing and containerization, warehousing management, role of intermediaries in international logistics management, Air transportation, and IATA.

References:

1. Dr. Sudalaimuthu and S. Anthony Raj, Logistics for International Business: Text and cases, PrenticeHall India, New Delhi.
2. Bowersox, Donal J. and David Closs, Logistical Management, 5th ed., McGraw-Hill
3. Vinod V. Sople, Logistics Management – The supply chain imperative, Pearson Education, New Delhi, 2009.
4. Maritime India: Port and Shipping 1995, Munshiram, Manoharlal Publishers, 1995.

16MS3065 INTERNATIONAL TRADE PROCEDURES

Credits: 3:0:0

Objectives: This course aims to:

- present with an insight of acquainting the student with the procedures and documents used in international business
- provide in-depth knowledge of India's Foreign Trade Policy
- provide the learners to know the intricacies of the international trade,

Outcomes: After completing this course, the student should be able to:

- understand the procedures to be adopted in international trade
- adhere to the Indian FTP
- act upon the legal systems to enhance the ethical way of doing international trade

Course Description: Similarities and difference between international and domestic trade, gains from international trade, international trade formalities, documentation framework, pricing and pay terms involved in international business, India's foreign trade policy framework, multilateral trading system, Theories related to International trade, Comparative cost, Balance of Payment, correction of BoP disequilibrium, export finance (Preshipment and post shipment), customs clearance of export cargo, and excise formalities. .

References:

1. Export Manual, What, where and How: Nabhi's Publications, New Delhi, 2012.
2. Paras Ram, Export: What, where and How, Anupam Publishers, Delhi, 2010.
3. Government of India, Handbook of Import-Export Procedures, 2014
4. Foreign Trade Policy (2009-2014) Published by DGFT. (Latest Edition).

16MS3066 FOREIGN EXCHANGE MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:

- Equip the students with the Foreign Exchange management concepts
- Make the learners to be familiar with the recent developments in the FOREX market.
- bring in the risks involved in foreign exchange dealings

Outcomes: After completing this course, the student should be able to:

- Foresee and understand the risks involved in the foreign exchange transactions.
- Expose the various methods to avoid the foreign exchange risks.
- Equip with quality decisions in foreign exchange dealings

Course Description: Administration of exchange, foreign exchange transactions, purchase and sales transactions, authorized dealers, foreign currency accounts, multinational banking, FEDAI regulations, role of RBI, forex markets, transactions in interbank markets, spot and forward exchange rates, merchant transactions, interest rate risk, exchange risk, transaction exposure, translation exposure, economic exposure, swap deals, FERA and FEMA implications.

References:

1. Nidhi Jain, Foreign Exchange and Risk Management, New Century Publications, (2007)
2. C. Jeevanandam, Foreign Exchange and Risk Management, Sultan Chand and Sons, (2006).
3. Foreign Exchange Management (FEMA) Manual – Taxmann Publications (2010)
4. Bharadwaj: Hand Book of Foreign Exchange, Wheeler Publishing (2006)

16MS3067 INTERNATIONAL STRATEGIC MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:

- familiarize the learners with the concepts, tools and techniques of international strategic management
- enable them to develop analytical and conceptual skills;
- Showcase the ability to look at the totality of situations.

Outcomes: After completing this course, the student should be able to:

- know the concepts, tools and techniques of strategic management in the international arena.
- develop analytical and conceptual skills in different situations.
- influence the superiors with their strategic skills

Course Description: Concepts, Characteristics and Dimensions of Strategic Management, Logic and process of Internationalization, Corporate global strategy, Nature, components and significance of environmental scanning, Diagnosing industry globalization potential, External and internal forces interacting with corporate objectives, Identifying strategic alternatives, Stability strategy, Growth and diversification strategy, Merger, acquisitions and retrenchment, Setting corporate objectives in MNC's, Formulating generic competitive strategy, Implementing corporate strategy, Strategic control and operational control.

References:

1. Azhar Kazmi, Business Policy, Tata McGraw-Hill Publishing Co Ltd, New Delhi,
2. Srivastava, Management Policy and Strategic Management, Himalaya Publishing Co.
3. Porter.M, Competitive Strategy Techniques for Analyzing Industries and competitors, The Free Press, New York.
4. Thompson and Strickland, Strategic Management – Concepts and Cases, Tata McGraw Hill, New Delhi

16MS3068 GLOBAL MARKETING MANAGEMENT AND RESEARCH

Credits: 3:0:0

Objectives: This course aims to:

- present an insight of the international marketing concepts
- provide a conceptual understanding about the concepts of research across the globe.
- make the learners to know how international market research can be conducted

Outcomes: After completing this course, the student should be able to:

- conduct research in the foreign market, which is vital for the international businessmen
- decide the course of activity based on research
- Apply their knowledge in analyzing the situations and suggest the outcome.

Course Description: Globalisation of markets, Global marketing environment, International marketing research, international marketing mix, international PLC, problem definition, research design, types of research, online and other secondary sources, observational and tracking methods, qualitative research methods, Questionnaire, attitude measurement, scaling techniques, sample design, positioning the product, systematic product development (Conjoint analysis) and market research report.

References:

1. Marcus Schmidt and Svend Hollensen (2007), Marketing Research: An International Approach, New Delhi: Pearson Limited.

2. Philip Cateora, International Marketing, Tata McGraw-Hill, New Delhi, 2010.
3. Douglas Susan P. and Graig C. Samuel, International Marketing Research, Prentice Hall, NJ, 2005.
4. Churchill Gilbert A., Basic Marketing Research, Dryden Press, Chicago, 2008

16MS3069 INTERNATIONAL BUSINESS LAW

Credits: 3:0:0

Objectives: This course aims to:

- Develop an understanding of the different laws, legal rules and regulations through which foreign trade is governed.
- Provide a review and analysis of the international trade and business environment and apply this knowledge to practical aspects of doing business in international markets
- Students will also learn the role of international organizations in the process of regulating international business, as well as international treaties, conventions and agreements.

Outcomes: After completing this course, the student should be able to:

- Identify current trends in international trade and foreign investment.
- Explain the concepts of export and import practices and procedures.
- Develop a strategic framework for analyzing international business decisions

Course Description: Legal Environment of International Business , Sources of International Law, Regulations of export and import act like The Foreign Trade (Development And Regulation), Conciliation and Arbitration, Law relating to International Contract, Agency agreements, Credits, Carriage and Insurance, Technology Transfer, Joint ventures, Consultations, Foreign Investment laws, Electronic Commerce, Patents and Trade Marks, Environmental Agreements, Unfair trading practices, Litigation-Jurisdiction and applicable Law, Process and Procedure, Alternative Dispute Resolution for settlement of Disputes.

References:

1. Myneni S.R(2014) International Trade Law (International Business Law (3rd ed), Paper Back Jain Book Agency 2014 **ISBN : 9789380231068**
2. Kwatra G.K (Executive Director, the Indian Council of Arbitration) (2008) Arbitration and Contract Law of SAARC Countries - with Case Law on UNCITRAL Model Law Hard Back Jain Book Agency, **ISBN : 9788175346482**
3. Bhardwaj H.H (2014) Arbitration & ADR (Universal Law Series) (4th ed), Paper Back Jain Book Agency **ISBN : 9789350355060**
4. The Institute of Company Secretaries of India (ICSI) (2014) World Trade Organisation, International Trade, Joint Ventures & Foreign Collaborations (2nd ed), Paper Back Jain Book Agency
5. Daniels J.D Lee, Radebaugh H; Daniel P. Suilvan, “International Business Environments and Operations”10ed, Pearson Prentice Hall, (ISBN 0-13-121 726-7).
6. Bare Acts of relevant Act.

16MS3070 FOREIGN TRADE POLICY

Credits: 3:0:0

Objectives: This course aims to:

- recall the importance of Foreign Trade for the development of a nation.
- describe the commercial policy instruments, and
- to offer ideas about doing foreign trade with all procedural inputs

Outcomes: After completing this course, the student should be able to:

- display the skills in Foreign Trade policy.
- demonstrate the ability in dealing procedural hiccups in global advertisement; and
- to show the effectiveness in documentation works in line with the procedural aspects of FTP.

Course Description: Importance of foreign trade, need for policy framework, historic perspective of Foreign Trade policy, Glimpse of India's Foreign Trade Policy 2009-2014, need for commercial policy instruments, India's exports and imports, customs tariff policy, Special Economic Zones (SEZ), Foreign Debt and Aid, Foreign Direct Investment, Foreign Portfolio Investment, India's Regional Trade Agreements (RTA's).

References:

- 1 Vibha Mathur (2012), Foreign Trade, Export-Import Policy and Regional Trade Agreement of India, New Delhi: New Century Publications
- 2 Francis Cherunilam (2013), International Trade and Export Management (18th Edn), Mumbai: Himalayas Publishing House.
- 3 Justin Paul and Rajiv Aserkar (2013), Export Import Management (2nd Edition), Oxford Press.
- 4 Foreign Trade Policy (FTP), August 27, 2009 to March 31, 2014

16MS3071 INTERNATIONAL PROJECT MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:

- provide the students with the understanding of project planning and scheduling
- help the learners to understand the impact of project team handling the projects
- offer knowledge about the risks involved in implementing the project

Outcomes: After completing this course, the student should be able to:

- emanate the skills of a project manager
- show the effective usage of tools and techniques to handle projects
- demonstrate the skill in evaluating and controlling the pace of projects

Course Description: Project characteristics, project management, skills of a project manager, role of project manager, understanding the organisational structures, project life cycle, project integration management, project scope management, project time management, project scheduling, project cost management, project quality management, project Human resource management, project communication management, project risk management, project procurement management, project stakeholder management, feasibility studies, tools and techniques, project planning resources, developing project team, procurements and sharing information, measuring and controlling project performance, and controlling work results.

References:

1. Heldman K (2013), PMP-Project Management Performance Exam Study Guide (7th Edition), New

Delhi: Wiley India Pvt Limited

2. Prasanna Chandra (2009), Projects: Planning, Analysis, Selection, Financing, Implementation and Review (7th Edition), Tata Mcgraw Hill Education Pvt Ltd
3. Harvard Business Review (January 2014), Managing Projects, Harvard Business Publishing.
4. Harold Kerzner (2013), Project Management: A systems approach to planning, scheduling and controlling (10th Edition), New Delhi: Wiley India Pvt Ltd

16MS3072 TRANSPORTATION MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:

- familiarize the participants with the management of ports
- enable them to deal with the desperate activities associated with ports all over the world.
- orient the students to effort the procedural needs and intricacies in it

Outcomes: After completing this course, the student should be able to:

- understand the activities and process followed in the port.
- understand the laws and practices adopted in the ports.
- demonstrate the documenting and procedural skills adhered in all types of ports

Course Description: Physical and economical merits and demerits of various modes of Transportation, Location Characteristics, Organization structure in Ports, Interface of Rail & Road infrastructure, ICDs, Factors affecting the future ports & terminals, Port Operations, Managing Port Operations, Cargo handling equipment, intermodal connections, Port services, Concept of Hinterland, Identifying Customer Needs handling competition & adding value, IT infrastructure in ports and terminals, Port Development and privatisation areas of ports, Cabotage law & practices affecting coastal movement of cargo, development of minor ports, Environmental issues connected with Ports & Terminals, Air Cargo, IATA areas & Countries, different types of aircraft, Air freight Exports and Imports, Special Cargoes, Consolidation Documentation, Air Way Bill (AWB).

References:

1. H. Ligteringen and H. Velsink (2012), Ports and Terminals, VSSD Publishers
2. Dong-Wook Song and Photis Panayides (2012), Maritime Logistics: A complete guide to effective shipping and port management (Kindle Edition), Kogan Page Publishing,
3. Patrick Alderton (2008), Port Management and Operations(3rdEdn), Informa Law from Routledge (Kindle Edition)
4. Pradeepta Kumar Samanta & Ashok Kumar Mohanty (2005), Port Infrastructure & Economic Development, Gyan Publications
5. UNCTAD (2010), Port Development : A Handbook for Planners in developing countries
6. Sudalaimuthu and Anthony Raj (2015), Logistics Management for International Business: Text and Cases (1e), New Delhi: PHI Learning Pvt Limited.

LIST OF SUBJECTS

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14MS302	Reliability and Maintenance Management.	4:0:0
14MS303	Global Management Solutions	4:0:0
14MS304	Global Marketing Management	4:0:0
15MS3001	Corporate and Retail Banking	3:0:0
15MS3002	Strategic Cost Management	3:0:0
15MS3003	Corporate Taxation	3:0:0
15MS3004	Security Analysis and Portfolio Management	3:0:0
15MS3005	Financial Analysis and Reporting	3:0:0
15MS3006	Micro Finance and Institutional Role	3:0:0
15MS3007	Financial Markets, Institutions and Services	3:0:0
15MS3008	Financial Derivatives	3:0:0
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15MS3010	Wealth Management	3:0:0
15MS3011	Insurance and Risk Management	3:0:0
15MS3012	International Financial Management	3:0:0
15MS3013	Corporate Finance	3:0:0
15MS3014	Behavioral Finance	3:0:0
15MS3015	Commodity and Currency Derivatives	3:0:0
15MS3016	Product and Brand Strategies	3:0:0
15MS3017	New Age Marketing	3:0:0
15MS3018	Sales and Distribution Management	3:0:0
15MS3019	Marketing Research Applications	3:0:0
15MS3020	Consumer Behaviour	3:0:0
15MS3021	Services Marketing	3:0:0
15MS3022	Customer Relationship Management	3:0:0
15MS3023	Retail Marketing	3:0:0
15MS3024	Rural Marketing	3:0:0
15MS3025	Industrial Marketing and Sales	3:0:0
15MS3026	Social Media Advertising	3:0:0
15MS3027	Pricing Management	3:0:0
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15MS3031	Supply Chain Management	3:0:0
15MS3032	Total Quality Management	3:0:0
15MS3033	Enterprise Resource Planning	3:0:0
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15MS3037	Tools And Techniques For Operational Excellence	3:0:0
15MS3038	Project Management	3:0:0
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15MS3041	Logistics Management	3:0:0
15MS3042	Industrial Law	3:0:0
15MS3043	Systems Thinking And Modeling	3:0:0
15MS3044	Performance Operations	3:0:0
15MS3045	Technology Management	3:0:0
15MS3046	Organisation Theory and Design	3:0:0
15MS3047	Organisational Change and Development	3:0:0
15MS3048	Human Resource Development	3:0:0

15MS3049	Employee Recruitment and Selection	3:0:0
15MS3050	Corporate Learning and Development	3:0:0
15MS3051	Employee Performance Management	3:0:0
15MS3052	Managing Employee Careers	3:0:0
15MS3053	Compensation and Benefits Management	3:0:0
15MS3054	Employment Rules and Laws	3:0:0
15MS3055	Management and Industrial Relations	3:0:0
15MS3056	Strategic Human Resource Management	3:0:0
15MS3057	International Human Resource Management	3:0:0
15MS3058	Improving Human Resource Processes	3:0:0
15MS3059	Professional Responsibility and Ethics	3:0:0
15MS3060	Corporate Social Responsibility	3:0:0
15MS3061	International Business Environment	3:0:0
15MS3062	International Logistics Management	3:0:0
15MS3063	International Trade Procedures	3:0:0
15MS3064	Foreign Exchange Management	3:0:0
15MS3065	International Strategic Management	3:0:0
15MS3066	International Trade Relations	3:0:0
15MS3067	International Economics	3:0:0
15MS3068	Global Marketing Management and Research	3:0:0
15MS3069	International Business Law	3:0:0
15MS3070	Foreign Trade Policy	3:0:0
15MS3071	Global Advertising and Promotional Management	3:0:0
15MS3072	Management of Multinational Companies	3:0:0
15MS3073	International Human Resources Practices	3:0:0
15MS3074	International Project Management	3:0:0
15MS3075	Transportation Management	3:0:0
15MS3076	Logistics concepts and planning	3:0:0
15MS3077	Warehouse and Distribution Facilities Management	3:0:0
15MS3078	Freight Transport Management	3:0:0
15MS3079	International Logistics	3:0:0
15MS3080	Contract and Reverse Logistics	3:0:0
15MS3081	Supply Chain Concepts and Planning	3:0:0
15MS3082	Materials and Inventory Management	3:0:0
15MS3083	Purchasing and Strategic Sourcing	3:0:0
15MS3084	Marketing Channel Design and Distribution planning	3:0:0
15MS3085	Logistics and Supply Chain Performance Management	3:0:0
15MS3086	Decision Modeling in Logistics and Supply Chain Management	3:0:0
15MS3087	Retail Supply Chain Management	3:0:0
15MS3088	Global Supply Chain competitiveness	3:0:0
15MS3089	Logistics Engineering and Management	3:0:0
15MS3090	Supply Chain Risk Management	3:0:0

14MS301 - OPTIMIZATION THEORY FOR MANAGERIAL DECISIONS

Credits: 4:0:0

Course Objective:

- To understand the various models of optimization techniques.
- To learn the various algorithms used for optimization of managerial problems.
- To apply these optimization techniques for managerial decision making

Course Outcome:

The student will be able to convert managerial problems into mathematical models. Also the student will be able to apply suitable optimization techniques to solve those managerial problems and facilitate them for better decision making.

Unit I

Introduction, classification of optimization problems, Application of optimization, concepts of design vector, Design constraints, constrain surfaces, objective function surfaces and multilevel optimization.

Unit II

Karmakars method of solving L.P. Problems for managerial decisions, Quadratic programming, non-linear programming- unconstrained optimization techniques, Basics of constrained optimization for making managerial decisions.

Unit III

Integer linear programming methods and applications, introduction to integer non-linear programming and basics of geometric programming for managerial decisions.

Unit IV

Multi-objective optimization methods and applications for managerial decisions, Formulation of problems- Separable programming and stochastic programming.

Unit V

Managerial decision making using Genetic algorithms, Simulated Annealing, Neural network based optimization. An overview of fuzzy system for managerial decision making.

Text Books

1. Kalyanmoy Deb, “Optimization for Engineering Design- Algorithms and examples”, PHI, New Delhi, 2003
2. Singiresu S Rao, “ Engineering Optimization- Theory and Practices”, NAI Publishers, 2013

Reference Books

1. Ravindran, Philips and Solberg, “ Operations Research Principles and Practice”, Wiley India (P) Ltd, 2000
2. SN Sivanandam and S N Deepa, “Principles of Soft computing”, Wiley India (P) Ltd, 2007
3. Hamdy A Taha, “Operations Research – An introduction”, Prentice Hall of India, 2012
4. Simon Haykin, “Neural Networks : A comprehensive Foundation”, Prentice Hall of India, 2001

14MS302 - RELIABILITY AND MAINTENANCE MANAGEMENT

Credits: 4:0:0

Course Objective:

- To understand the mathematical concepts behind reliability and maintenance.
- To develop reliability and maintenance system in a business environment.
- To develop models for reliability evaluation.

Course outcome:

The student will be able to solve reliability issues using sound mathematical principles. The students will be able to develop maintenance management systems.

Unit I

Definitions: Reliability, Hazard rate, active redundancy, Maintainability, Downtime; Reliability and Quality, Failure and failure modes, Causes of failures, Maintainability and Availability
Concept of Bathtub hazard rate curve, reliability evaluation of two-state device networks- series, parallel, k out-of-m systems; standby redundant systems, reliability evaluation of three-state device networks: series and parallel.

Unit II

Reliability Determination Methods: Network reduction technique, Path tracing technique, decomposition technique, Delta-star method
Advanced reliability evaluation concepts: supplementary variables technique, Interference theory, Human reliability, Common cause failures, fault trees, Failure mode and effect analysis

Unit III

Maintenance Management: Maintenance systems and economics of reliability – maintainability and availability concepts, MTBF, MTTR, MTBM, and MDT repair hazard rate, maintainability and availability functions and their mathematical expressions.

Unit IV

Maintenance and Spares Management: Preventive replacement- individual replacement policy- individual preventive replacement policy- preventive group replacement

Unit V

Condition based maintenance: Advantages and disadvantages, vibration monitoring, vibration parameters and vibration instruments

Text Books

1. Srinath LS, “Reliability Engineering”, Affiliated East West Press P Ltd, 2003
2. Balagurusamy E, “ Reliability Engineering”, Tata Mcgraw Hill Publishing Company, New Delhi, 2003

Reference Books

1. Balbir S. Dhillon, “Reliability Engineering in System Design and Operation”, Von Nostrand Reinhold Company, New Delhi, 2003
2. Nakajima Seiichi, “Introduction to TPM”, Productivity Press India , Chennai, 2002
3. Lewis, EE., “Introduction to reliability Engineering”, John Wiley and Sons, New York, 2004
4. Anthony Kelly, “Maintenance Planning and control”, East-West P Ltd, 2000

14MS303 GLOBAL MANAGEMENT SOLUTIONS

Credits 4:0:0

Course Objective:

The objective of this course is to make the students to

- understand the concepts involved in the present management solutions,
- gain the knowledge about the existing problem solving mechanisms,
- Know the various management strategies applicable to corporate.

Course Outcome:

At the end of the course the students will be able to apply various management techniques used in the present day scenario at global level.

Unit I

Introduction – Changing business issues and management solutions: Historical perspective of business complexity and evolving solutions – major obstacles in resolving management problems: Knowledge obstacle and Behavioral obstacles – Present day MNC management strategies. Comparison between local and international management strategies.

Unit II

Benchmarking, Business Process Outsourcing, Business Process Reengineering: Meaning, Essence, Role, Requirements, Assumptions, Basic Philosophy, Advantages, Limitation, Implementation Steps - Impact on the Organization,

Unit III

E-commerce, Customer Relationship Management, Enterprise Resource Planning: meaning, Essence, Role, Requirements, Assumptions, basic philosophy, advantages, limitation, Implementation steps - impact on the organization.

Unit IV

Five S Model (5 S), Kaizen, Knowledge management: meaning, Essence, Role, Requirements, Assumptions, basic philosophy, advantages, limitation, Implementation steps - impact on the organization.

Unit V

Quality Circle, 6 Sigma, Supply Chain Management: meaning, Essence, Role, Requirements, Assumptions, basic philosophy, advantages, limitation, Implementation steps - impact on the organization.

Text Books:

1. Dinesh Seth, Subash C Rastogi (2004), Global Management Solutions (1st Edition), Cengage Learning India Pvt Ltd.
2. Avinash Ratra (2009), Modern Management: Diversity, Quality, Ethics And The Global Environment [eBook], Global India Publications

Reference Books:

1. Mark Cannice, Harold Koontz, Heinz Weihrich (2010), Management: A Global and Entrepreneurial Perspective 13th Edition, Tata McGraw-Hill Education.
2. Philippe Lasserre (2012), Global Strategic Management 3rd Edition, Palgrave MacMillan.
3. Dinesh Seth, Subash C Rastogi (2009), Global Management Solutions (1st Edition), South Western, First Edition

14 MS 304 GLOBAL MARKETING MANAGEMENT

Credits 4:0:0

Course Objective:

The objective of this course is to make the students to

- To provide knowledge of marketing from the international perspective
- To enable them to decide suitable marketing strategies for the dynamic international market

Course Outcome:

At the end of the course the students will be able to clearly decide on the international marketing strategies to be adopted for successful running of the business.

Unit I

Introduction to International Marketing - Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; International market orientation- EPRG framework; International market entry strategies – market segmentation – Global market entry strategies

Unit II

International Marketing Environment - Internal environment; External environment- geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

Unit III

Product Decisions - Product planning for global markets; Standardization Vs Product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services.

Unit IV

Pricing Decisions - Environmental influences on pricing decisions; International pricing policies and strategies. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

Unit V

Distribution Channels and Logistics - Functional and types of channels; Channel selection decisions; Selection of origin distributors/agents and managing relations with them; International logistics decisions.

Text Books:

1. Philip Cateora, John Graham, Mary Gilly, International Marketing 16th edition, Irwin professional Pub, ISBN-13: 978-0073529974 ISBN-10: 0073529974, 2012
2. Jain, S.C., (2009) international marketing, CBS Publications, New Delhi

Reference Books

1. Kegan, Waren J., (2007) Global Marketing Management, Prentice Hal, New Delhi
2. Czinkota, (2007) M.R, International Marketing, Dryden Pres,
3. Boston.L. Bovée, John V. Thill, Marketing, Courtland McGraw-Hill, 1992, Reprint and Edition (2011), Pennsylvania State University, ISBN 0070067341, 9780070067349, 761 pages.
4. Sak Onkvist and John Shaw, International Marketing: Strategy and Theory Routledge 5th edition (11 August 2008) ISBN-10: 0415772621, ISBN-13: 978-0415772624 ,

15MS3001CORPORATE AND RETAIL BANKING

Credit 3:0:0

Course Objective is to provide:

- An overview of corporate banking in general
- The fundamental of retail banking and
- Knowledge on banking regulations

Course Outcomes

At the end of the course, the student will be able to:

- analyze the various corporate banking services in professional management
- understand the Banking Regulations
- demonstrate the day to day practices of banking management

Course Description

Meaning, Importance and Various Services provided by Corporate Banking. Corporate deposits. Project and Infrastructure: Finance-its market analysis. Operational and integrated Risk Management, Risk management and capital Management, BASEL norms, Current guidelines on risk management along with Retail Banking: Applicability of retailing concepts, distinction between Retail and Corporate / Wholesale Banking, Approval process for retail loans, Credit scoring, Banking Ombudsman and its functions, Banking regulation on CRR, SLR and LAF.

Reference Books

1. CAIIB, Corporate Banking, (2011), 1st e, Macmillan Publishers India, ISBN (13) 9780230321946
2. Indian Institute of Banking and Finance, Retail Banking, (2010), 1st e, Macmillan Publishers India, ISBN (13) - 9780230330511
3. CAIIB, Bank Financial Management, (2010) 1st e, Macmillan Publishers India, ISBN (13) – 9780230330467
4. Indian Institute of Banking and Finance, Principles and Practices of Banking, (2012), 2nd e, Macmillan Publishers India, ISBN (13) – 9780230636118

15MS3002 STRATEGIC COST MANAGEMENT

Credits: 3:0:0

Course Objectives :

This course aims to:

- Provide an understanding on the nature of strategic competitiveness
- Know the competitive environment facing a firm, assess the attractiveness of the industry and the potential sources of competitive advantage and disadvantage
- Present application knowledge on issues related to techniques of SCM

Course Outcomes:

After completing this course, the student should be able to:

- Demonstrate skills of analysis, evaluation and synthesis of cost management techniques
- Develop business level strategies with cost orientation
- Assess the likely sustainability of firm strategies and competitive positions

Course Description

Conceptual framework, environmental influences on cost management practices, cost management pillars, role of SCM in strategic positioning, Strategic Costing techniques like activity based costing, life cycle costing, target costing, Kaizen Costing, Benchmarking and Balanced score card including Cost Control and Cost Reduction. Pricing Methods evaluation of different Pricing Methods, Pricing a new Product, Bottom Line Pricing and Transfer Pricing. Learning Curve.

References:

1. Ravi Kishore, M (2008), Cost Management, (4th ed.), New Delhi, Taxmann Allied services (P) Ltd.
2. Vidhya S.C. (2008) Cost Management and Strategic Approach” New Delhi, MacMillan India Ltd.
3. Robert Kaplan (2010) Advanced Management Accounting, New Delhi, Prentice Hall
4. Dess R. Hansen (2013) Cornerstones of Cost Management, New Delhi Cengage Learning

15MS3003 CORPORATE TAXATION

Credits: 3:0:0

Course Objective is to provide:

This course aims to:

- Acquaint with the basic principles underlying the provisions of direct and indirect tax laws and accepted tax practices.
- Ensure practical aspects of Tax Planning as an important managerial decision-making process.
- Enable the students to real life situations involving taxation and equip them with techniques for taking tax sensitive decisions.

Course Outcomes

After completing this course the student should be able to:

- Develop the skill required for tax planning using the various provisions studied in this course.
- Compute the income under various heads and calculate the tax liability involved on the various capacities of persons.
- Work out the valuation pertaining to Central Excise, Customs, Service Tax and Value Added Tax in accordance with the procedure pronounced under the respective Acts to take appropriate decisions.

Course Description

Residential status of various persons including computation of income tax liability, Return of Income Tax, and Filing Procedure along with the Procedure and Valuation of Central Excise and Customs Duty are offered in this course. Service Tax Registration Procedure, Valuation for service tax and various forms used. The implications of Value Added Tax – Its features, merits and limitations.

References:

1. Dr. Vinod K Singhania, (2014), *Direct Taxes*, (45th edn), Taxmann Publications Pvt., Ltd., New Delhi
2. Datey V S, (2014), *Indirect Taxes Law and Practice* (33rd edn), Taxmann Publications Pvt., Ltd., New Delhi
3. Dr. Vinod K Singhania & Monica Singhania, , (2014), *Students Guide to Income Tax (including Service Tax, Vat)*, (Part I & Part II), (51st edn), Taxmann Publications Pvt., Ltd., New Delhi
4. Vineet Sodhani, (2014), *Indirect Tax Laws (Set of 3 modules)*, (5th edn), Taxmann Publications Pvt., Ltd., New

15MS3004 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credits: 3:0:0

Course Objective is to provide:

This course aims to gain insight into:

- The mechanism of trading, listing, IPO, Book building and due diligence
- Analysis and application of Valuation of Securities
- Portfolio Planning and evaluation of the performance of a portfolio.

Course Outcomes

After completing this course, the student should be able to:

- Acquire the skills that include, asset allocation; choice of various types of investment vehicles (stocks, ETF's, bonds, real estate) in a portfolio; performance measurement; risk management based on economic, industry and company analysis.
- Apply hands-on practice in selecting securities and managing a portfolio using investment simulation method.
- Enable them to analyse and enhance decision making skills in their investment options .

Course Description

The concepts and framework of Securities & stock market; Investment Avenues; Mechanics in Trading and functions of stock exchanges; Risk –Return Analysis; SEBI – functions and guidelines; Valuation of Securities and Bonds; Capital Asset Pricing Model, Fundamental analysis; Technical Analysis; Efficient Market Hypothesis and relevant theories, Single Index model ;diversification; Portfolio Planning, Selection and Evaluation.

References:

1. Prasanna Chandra,(2009), “Investment Analysis & Portfolio Management”,Tata McGraw Hill.
2. Singh, P. (2004), Investment Management , (9th Edn.), Himalaya Publishing House, New Delhi
3. Kevin S,(2001), Security Analysis and Portfolio Management, Prentice hall of India New Delhi
4. P. Pandian “Security Analysis and Portfolio Management”, 2001 Vikas Publishing House.

15MS3005 FINANCIAL ANALYSIS AND REPORTING

Credits: 3:0:0

Course Objectives:

This course aims to:

- Impart knowledge and understanding on financial analysis and reporting techniques.
- Explain various tools and techniques that are used in financial analysis.
- Explores in greater depth on the financial distress and scams

Course Outcomes:

After completing this course, the student should be able to:

- Critically evaluate financial statements
- Apply knowledge on financial distress
- Handle independently MS Excel, CRISIL software for financial analysis

Course Description: Using excel in Analyzing the Balance Sheet, Generating ratios, Financial statement forecasting, Balance sheet analysis, Asset and Liability analysis and Reporting , Financial distress analysis, need, stages, symptoms, factors, assessing bankruptcy status as per Altman's Model, Case studies of Enron, World.com, Satyam, Kingfisher, Sahara, Measures under SEBI and Prevention under Companies Act after US Soxy Act 2002.

Reference Books:

1. Stephen H Penman, (2007) Financial Statement Analysis and Security Valuation, Tata McGraw hill publishing company ltd. New Delhi.
2. Gokul Sinha (2012), Financial Statement analysis, PHI, New Delhi.
3. John J.Wild, K.R.Subramanyam and Robert F. Halsey (2010), Financial Statement Analysis, Tata McGraw Hill Publishing company Ltd. New Delhi.
4. Ruzbeh J. Bodhanwala (2009), Understanding and Analyzing Balance Sheets Using Excel Worksheet, PHI, New Delhi

15MS3006 MICRO FINANCE AND INSTITUTIONAL ROLE

Credits: 3:0:0

Course Objectives:

This course aims to:

- Provide in-depth understanding of different components of microfinance in the Indian context
- Analyze the role and impact of microfinance and microfinance institutions and various microfinance lending models practiced throughout the world
- Provide understanding of risks involved in microfinance institutions and strategies to minimize risk.

Course Outcomes:

After completing this course, the student should be able to:

- Analyze cases and develop problem-solving skills
- Examine alternative forms of economic development
- Create appropriate credit distribution and lending models for given situation

Course Description: Microfinance components, History of Microfinance in India, Intermediation and Regulations of Microfinance, Microfinance Distribution Models, Microfinance Credit Lending Models, Indian SHG: Problems and Issues, SHG-Bank Linkages Programs in India, Risks in Microfinance Institutions, Strategies for Risk Minimization, Credit Rating and Impact Assessment in Microfinance, Competition in MFIs, Strategies of MFIs in Increasing Outreach, Market Share and Customer Retention, Microfinance and Women Empowerment, Health, Education, Networking and Linkage Building. Financing for environment and lively hood.

References:

1. Debadutta K. Panda(2009), Understanding Microfinance, Wiley India Private Limited
2. J. Ledgerwood, (2000), Microfinance Handbook: An Institutional and Financial Perspective
3. Karmakar K.G, Micro Finance in India, SAGE Publication
4. Suresh Sundaresan (2009), Microfinance: Emerging Trends and Challenges, Edward Elgar Publishers

15MS3007 FINANCIAL MARKETS, INSTITUTIONS AND SERVICES

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide understanding of the linkage between the financial system and economic development
- Provide exposure to various financial instruments and services
- Provide understanding of the regulatory framework and prudential norms for financial institutions

Course Outcomes: After completing this course, the student should be able to:

- Analyze the current situation and challenges faced by the financial institutions in economic growth
- Compare and assess financial instruments and suggest appropriate financial solutions
- Apprehend the nuances of financial inclusion issues

Course Description:

Structure of financial system, financial instruments and services, financial system and economic development, role of regulatory agencies, role and functions of the development financial institutions and specialized financial institutes like EXIM, ECGC, etc., and State Finance Corporations. Merchant banking services, Banc-assurance, securitisation, credit rating and role of credit rating agencies. Industrial sickness and rehabilitation, role of BIFR. NBFCs, challenges before Indian NBFCs, money market, capital market and international capital market, , financial inclusion, government initiatives and institutional role.

References:

1. L M Bhole, Jitendra Mahakud, 5th Edition, Financial Institutions and Markets, Tata McGraw-Hill
2. Bharati V. Pathak(2011), The Indian Financial System: Markets, Institutions and Services, Pearson
3. Sameer Kochhar, R.Chandrashekhar, K.C.Chakrabarty, Deepak B Pathak(2009), Financial Inclusion, Academic Foundation
4. K G Karmakar, G D Banerjee, N P Mohapatra(2011), Towards financial inclusion in India, SAGE Publications

15MS3008 FINANCIAL DERIVATIVES

Credits: 3:0:0

Course Objectives: This course aims to:

- Develop an insight on how derivatives are traded in the market
- Explain various financial derivatives used in financial markets.
- Understand Forward, Futures, Options and Swaps

Course Outcomes: After completing this course, the student should be able to:

- Practice on trading platforms using futures and options.
- Evaluate using Black Scholes Option pricing model.
- Apply various strategies in trading futures and options.

Course Description: Definitions, features and types of financial derivatives – Forwards, Futures, Options and Swaps, history and uses of derivatives. Pricing and trading mechanisms of futures and options, hedging strategies using futures and options, Black and Scholes models, Greeks, Dynamic hedging, Call option valuation, Put option valuation, Hedge ratios, Binomial model, option pricing models, swaps market, and credit derivatives.

References:

1. John C Hull, Options, Futures, and Other Derivatives , (7th Edition), Pearson Higher Education (2010)
2. S.S.S. Kumar, (2010), Financial Derivatives, PHI Learning
3. S.L Gupta, (2009), Financial Derivatives: Theory, Concepts and Problems, PHI Learning
4. John Hull, (2010), Fundamentals of Futures and Options Markets (7th Edition), Pearson Higher Education

15MS3009 VENTURE CAPITAL AND PRIVATE EQUITY

Credits: 3:0:0

Course Objectives: This course aims to:

- Encourage Entrepreneurial spirit through this course to identify their potentials on their investment intuitions
- Explore opportunities to venture into new business arena.
- Emphasize on their investment decisions and strategies, exploring on the seed funding and private equity analysis.

Course Outcomes: After completing this course, the student should be able to:

- Apply strategic decisions on private equity management.
- Evaluate and to discover new ventures of financing .
- Analyse the specific techniques of fundraising and deal structuring

Course Description: The conceptual framework of the major developments in the world of private equity and fundraising from these sources; Leveraged Buyout Investments and the role of debt and the state of current debt markets; Seed funding and Angel Investors, Public Infrastructure Investments , recent credit crunch and its longer term implications. Sword financing, venture lending, crowd funding, growth of public/private partnerships with governments ; private equity firm strategy in a world of international opportunities; rise of sovereign wealth funds ; Private Equity Management- due diligence, deal structuring, deal sourcing, and pricing ; strategic issues for private equity funds.

References:

1. James M. Schell(1999), “Private Equity Funds: Business Structure and Operations (Corporate Securities Series)”, Law Journal Press; Lslf/Cdr U edition (1 December 1999) , **ISBN-13:** 978-1588520883
2. Paul Pignataro “Leveraged Buyouts: A Practical Guide To Investment Banking And Private Equity”, , Wiley publishers.
3. John W. Wilson, (1985) “The New Venturers: Inside The High-Stakes World Of Venture Capital”, , Addison Wesley Publishing Company, ISBN-13: 978-0201096811
4. Ajay Shah, and Susan Thomas and Michael Gordon, (2009), “India's Financial Markets-An Insider's Guide to how the markets work” , Elsevier,

15MS3010 WEALTH MANAGEMENT

Credits: 3:0:0

Course Objectives:

This course aims to:

- Explain various fundamental tools and techniques in wealth management process
- Cover the knowledge requirements relating to asset allocation and financial planning
- Explore various investment avenues worldwide.

Course Outcomes:

After completing this course, the student should be able to:

- Apply the concepts and key elements in wealth management.
- Manage personal financial planning
- Assess the wealth management process

Course Description: World Wealth Statistics and Forecast, key drivers of wealth management, savings and wealth creation cycle, wealth accumulation, preservation and transfer. Private banking, family office, client profiling, asset allocation principles, relationship management process, structured products, Mutual fund products and schemes, Systematic Investment Planning, lifecycle investment guide, skills required for wealth managers, investment options and super-annuation and retirement income planning.

References

1. Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes ,”Personal Finance”, McGraw-Hill Higher Education
2. Dimitris N.Chorafas, “Wealth Management Private banking, Investment Decisions and Structured Financial Products”, Elsevier
3. Everett T. Allen, Jerry S. Rosenbloom, “Pension Planning”, , McGraw-Hill Professional Publishing
4. Lawrence j Gitman, Michael D.Joehnk, Saunders Golden Sunburst Series “Personal Financial Planning”, Dryden Preess Series in Finance.

15MS3011 INSURANCE AND RISK MANAGEMENT

Credits 3:0:0

Course Objective is to provide:

- the techniques for measuring risk
- knowledge on various Insurance schemes
- application of Insurance Management into day to day managerial practices

Course Outcomes

At the end of the course, the student will be able to:

- use the risk management in taking suitable steps to cover such risks
- to take suitable Insurances according to the nature of risks
- to use insurance to defend against risks

Course Description

Risk Management including risk mitigation, its different types - Insurance Regulations which includes Purpose and Need for Insurance fundamentals of agency-law-IRDA and its role - Fundamental principles of life Insurance-financial planning and taxation, Insurance Products including Life insurance products-Group Insurance and pension plans-General Insurance: Health insurance policies, Rural/Social Insurance, Fire and Marine Insurances, Engineering and other Insurances.

Reference Books:

1. Rejda, Principles of Risk Management and insurance, (2010), 10th e, Pearson, ISBN – 13: 9788131725849
2. Hand book on Principles of Insurance, Published by Insurance Institute of India, (2011), New Delhi
3. Hand book on Principles of Life Insurance, Published by Insurance Institute of India, (2011), New Delhi
4. Hand book on Practice of General Insurance, Published by Insurance Institute of India, (2011), New Delhi

15MS3012 INTERNATIONAL FINANCIAL MANAGEMENT

Credits: 3:0:0

Course Objective

This course aims to:

- Familiarize the students with International Financial Transactions and the Operational efficacies of the Foreign Exchange Markets.
- Understand and Measure the Foreign Exchange Risks and identify risk management strategies.
- Identify and Integrate the Global Developments with the changing business environment in India.

Course Outcomes

After completing this course the student should be able to:

- Compute the foreign exchange transactions based on the intricacies of Foreign Exchange Markets
- Take appropriate financial decisions on the Investments made in the Foreign Markets.
- Develop Forecasting Models by managing the Foreign Exchange Risk and offsetting the same by Hedging.

Course Description

Foreign Exchange Markets. The conditions of Parity in International Finance along with Forecasting Exchange Rates are deliberated in this course. Most importantly, it offers an overview of the four important aspects namely, International Sources of Finance, International Financing Decision, Foreign Exchange Risk Management and Exposure Management.

References:

1. P G Apte, (2010), *International Financial Management*, (5th edn), McGraw-Hill Publications Ltd., New Delhi
2. Cheol S Eun and Bruce G Resnick, (2012), *International Financial Management*, (6th edn), McGraw-Hill Publications Ltd, New Delhi
3. Jeff Madura, (2010), *International Financial Management* (10th edn), Cengage Learning, India
4. David K Eitman, Stonehill and Michael H Moffett, (2009), *Multinational Business Finance*, (12th edn), Addison Wesley, India

15MS3013 CORPORATE FINANCE

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide the students with fundamental concepts, principles and approaches of corporate finance.
- Enable the students to understand the various techniques used in solving trivial issues which comes along side in the policy decisions that corporate takes.
- Enable students to determine the intrinsic value of a corporation and assess the effectiveness of corporate management in maximizing that value.

Course Outcomes: After completing this course, the student should be able to:

- Acquire the skills needed for the precise investment and financing decisions.
- Compute the present value and properly utilize the financial resources available to invest in long term assets of the firm.
- Critically analyze the market efficiency and thereby apply the techniques for maximizing the value of the firm.

Course Description:

Significant investment and financing decisions, The concept of net present value, used to analyze how investment and financing decisions interact to affect the value of the firm, capital budgeting, emphasis on the interaction between corporate and personal taxes and the cost of capital along with leasing, hire-purchase, mergers, acquisitions and business valuations.

References:

1. Richard A Brealey, Stewart C Myers and Franklin Allen, (2010), *Principles of Corporate Finance*, (10th edn), McGraw-Hill Publications Ltd, New Delhi
2. James C Van Horne and John M Wachowicz, Jr., (2010), *Fundamentals of Financial Management*, (13th edn), PHI Learning Private Limited, New Delhi
3. Jonathan Berk and Peter DeMarzo, (2013), *Corporate Finance*, (3rd edn), Prentice Hall, India
4. David K Eitman, Stonehill and Michael H Moffett, (2009), *Multinational Business Finance*, (12th edn), Addison Wesley, India

15MS3014 BEHAVIORAL FINANCE

Credits: 3:0:0

Course Objectives:

This course aims to:

- Enhance knowledge and skills required to identify persistent and systematic behavioral factors that influence the investment behaviour.
- Ensure an intuitive, logically rigorous understanding of the behavior of the market and adapting to the tune of the securities and derivatives market
- Emphasize adequate practical exposure in terms of applicability on valuation, investment decisions, asset allocation and fund management strategies.

Course Outcomes:

After completing this course, the student should be able to:

- Apply strategic decisions in asset allocation and fund management.
- Interpret the impact of the equity, derivatives and commodity markets to inculcate price discovery in the financial markets.
- Discuss and apply the specific techniques of trading and investment in financial markets

Course Description: Conceptual framework of Investment Decision Cycle: Judgment under Uncertainty ; Utility/ Preference Functions: Expected Utility Theory [EUT] ; Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage ; Paradoxes (Allais and Others) ; Prospect Theory; Information Screening Biases ; Information Processing: Bayesian Decision Making, Heuristics and cognitive biases ; Forecasting Biases ; Emotion and Neuroscience ; Group Behavior: Conformism, herding, fatal attractions ; Investing Styles and Behavioral Finance.

References:

1. Gerd Gigerenzer, Peter M. Todd, (2000), “Simple Heuristics That Make Us Smart”, ABC Research Group, Oxford University Press, ISBN 978-0195143812
2. Daniel Kahneman , Paul Slovic , Amos Tversky, (1982), “Judgment under Uncertainty: Heuristics and Biases ” , Cambridge University Press.
3. Parag Parikh, (2009), “Value Investing and Behavioral Finance: Insights into Indian Stock Market Realities”, Tata McGraw Hill, ISBN- 978-0070680043
4. Sulphrey M.M. (2014), Behavioral Finance”, PHI Learning, ISBN-13: 978-8120350281

15MS3015COMMODITY AND CURRENCY DERIVATIVES

Credits: 3:0:0

Course Objectives: This course aims to:

- Equip young managers with the knowledge of emerging commodities derivative trading practices in India
- Focus on commodities markets design and rules
- Highlight the regulatory framework of commodity and currency market.

Course Outcomes: After completing this course, the student should be able to:

- Relate commodities, securities and currency market
- Demonstrate the knowledge of commodity and currency derivatives trading
- Exhibit current knowledge of the fundamentals of commodity derivatives and currency derivatives

Course Description: Introduction to derivative products, risk management, gold, base metals, crude oil, coal, emission trading, agricultural commodities and biofuels. commodity indices, structured investments and benefits of commodities within a portfolio, currency markets, exchange traded currency futures, trading currency futures, clearing and settlement process, SEBI guidelines and risk management.

References:

1. Neil C Schofield, Commodity Derivatives - Markets and Applications, John Wiley & Sons Ltd, 2007
2. Workbook for NISM Series -1 Currency Derivatives Certification Examination, National Institute of Securities Markets
3. John C Hull, Options, Futures and other Derivatives, Prentice Hall, 8th Edition, 2012
4. IIBF, Commodity derivatives, MacMillian, 2007.

15MS3016 PRODUCT AND BRAND STRATEGIES

Credits: 3:0:0

Course Objectives:

This course aims :

- To provide an overview of product development and product launch
- To impart knowledge on the concepts of branding & brand management
- To make aware on the strategic aspects of product & brand development

Course Outcomes:

After completing this course, the student should be able to:

- Outline strategies for product decisions
- Exhibit the various options available before a brand manager in strategic decisions.
- Equipped to offer strategic branding decisions

Course Description: Product, Classification – levels, Mix, New Product Planning, success and failures, development process, Perceptual maps, Concept Testing, Test Marketing and Product Launch, concepts on Brand, Brand platform - Brand image, Brand associations, Brand identity, Brand Personality, Brand relationship, Brand hierarchy – Brand value – Branding strategies, brand positioning & repositioning, Brand Extension, Cobranding, Brand leveraging, brand equity & measurement methods, brand building strategies, Brand failure reasons, brand loyalty and global branding

References:

1. Kapferer, J.N. (2008), Strategic Brand Management, 5e, Kogan Page, UK.
2. Crawford and Benedetto (2004) . New Product Management, 2e, Tata McGraw Hill, New Delhi
3. Verma, H (2002). Brand Management, 2e, Excel books, New Delhi,
4. Keller, K.L. (2003). Strategic Brand Management, 3e, PHI, New Delhi.

15MS3017 NEW AGE MARKETING

Credits: 3:0:0

Course Objectives: This course aims to:

- Impart the knowledge related to Digital Media Marketing for the purpose of using the same in attracting and retaining customers.
- Understand the impact of New Media Marketing
- Providing insights into social analytics, metrics, and measurements.

Course Outcomes: After completing this course, the student should be able to:

- Display skills in new media marketing management.
- Develop functional skills to analyze digital media.
- Take decisions concerning appropriate digital media mix.

Course Description: New media and new marketing mix. Developing web marketing plan and integrating it with other marketing efforts, Managing Cyber campaign, engaging on the web, Digital media mix, digital media metrics, digital customer service, digital media analytics & measurement and marketing to digital communities.

References:

1. Perry Marshall, Thomas Melloche (2011) , “Ultimate Guide to Facebook Advertising”, Tata McGraw Hill, New Delhi,.
2. Matt bailey, “Internet Marketing” (2012), Wiley India pvt. Ltd, New Delhi.
3. Chris Treadway and Mari Smith (2011), “Facebook Marketing”, Wiley India pvt. Ltd, New Dalhi.
4. Hollis Thomases (2012), “Twitter Marketing”, Wiley India pvt.Ltd, New Delhi.

15MS3018 SALES AND DISTRIBUTION MANAGEMENT

Credits : 3:0:0

Course Objectives:

This course aims to:

- Impart the knowledge and skills of salesmanship
- Inculcate the concepts of sales and sales force management
- Introduce the concepts on channel management

Course Outcomes:

After completing this course, the student should be able to:

- Articulate the role played by sales in a business
- Display the skills of a manager to handle sales and sales force
- Take decisions related to channel partners and channel management

Course Description: Sales, types and management of sales and sales force. Managing people in sales, cost control and international sales management. Concepts of channel management & dynamics, channel intermediaries & relationships, strategic channel management, role of alliances and partnerships, competitive share analysis, multiple channel management and channel audit.

References:

1. Cundiff and Still (2007), “Sales Management”, 5e, Prentice Hall, New Delhi.
2. Macalley, R. (2002), “Marketing Channel Management”, Quorum Books, USA.
3. Kotler, P (2006). “Marketing Management”, 13e, PHI, 2006
4. Sunil Chopra, Peter Meindl, D.V. Kalra (2010), “ Supply Chain Management”, 5th edn, McGraw Hill

15MS3019 MARKETING RESEARCH APPLICATIONS

Credits : 3:0:0

Course Objectives:

This course aims to:

- Orient towards the importance of marketing research,
- Introduce the various techniques involved in the market research
- Impart knowledge on various applications of marketing research

Course Outcomes:

After completing this course, the student should be able to:

- Secure knowledge about research for new product development
- Carry out research in pricing, distribution and promotion realms.
- Comprehend the role of marketing research in marketing decision making

Course Description: Market research, its role and importance in marketing decision making. Techniques in market research, and researches for new product development, test marketing, Pricing research, distribution research, promotion research and advertising research. Research in its process, issues, and applications.

References:

1. Malhotra.M.(2008) Marketing Research and Applied Orientation, 6e, Pearson Education,India
2. Scott M. Smith, Gerald S. Albaum (2005) , Fundamentals of Marketing Research, SAGE Publications, Inc.
3. Beri G.C. (2007). Marketing Research, 4e, Tata McGraw Hill. New Delhi
4. Nargundkar. R. (2008) Marketing Research: Text & Cases,3e, Tata McGraw Hill, New Delhi

15MS3020 CONSUMER BEHAVIOUR

Credits : 3:0:0

Course Objectives:

This course aims to:

- Orient the participants towards the consumer decision premise
- Introduce the various models involved in purchase decision making of customers.
- Impart the knowledge on the various influencing factors of consumer behaviour

Course Outcomes:

After completing this course, the student should be able to:

- Demonstrate their understanding on consumer behaviour, its principles, role and importance
- Clearly exhibit the importance of consumer decision making in pre-purchase, during purchase and post purchase process
- Identify the various influencing factors of consumer behaviour and their applicability

Course Description:

Consumer behaviour, its principles, role and importance in marketing decisions. Consumer decision making process, models and factors. Customer pre-purchase evaluation process, during purchase evaluation on store choice, impulse purchase etc. Post purchase evaluation and process. Factors on consumer behavior.

References:

1. Loudon, David L. and Della Bitta, Albert J. (2002). Consumer Behaviour. 6e, Tata McGraw-Hill.
2. Leon G. Schiffman, Lesile Lazer Kanub and S. Ramesh Kumar (2004), Consumer Behaviour, 10th edition, Pearson Education.
3. Solomon, Michel R. (2003) Consumer Behaviour. 3e, Prentice Hall International, USA.
4. Blackwell, Roger D., Miniard, Paul W., and Engel, James F. (2001) 2e, Consumer Behaviour. Thomson South – Western. Singapore.

15MS3021 SERVICES MARKETING

Credits : 3:0:0

Course Objectives: This course aims to:

- Orient towards the fundamental principles, role, classification & importance Services Marketing
- Introduce the concepts underlying services development and management of service delivery in conjunction with advances in this realm.
- Impart the knowledge on Service Quality, Service Satisfaction and Service Loyalty model

Course Outcomes: After completing this course, the student should be able to:

- Elucidate the framework of services development
- Analyse the nuances in service performance models building
- Provide framework for analysing the performance and managing service delivery

Course Description: Evaluation, characteristics, differences, classifications, challenges and opportunities in services marketing. New service development process, service design and strategies on positioning and pricing. Service encounter, servicescape, role of relationship marketing in services, Service Quality, Service Quality Gap analysis, Service satisfaction, service loyalty and their dimensions. Concepts on service delivery through employees, through intermediaries and through E-channels and the role played by employee & consumers in service delivery.

References:

1. Zeithaml V and Bitner M.J, (2005). Services Marketing. McGraw Hill.USA
2. Christopher H. Lovelock (2009), Essentials of Service Marketing, Prentice Hall Inc.
3. Lovelock C.H. (2006). Services Marketing. Prentice Hall International, NewJersey.
4. Woodruffe H. (2002). Services Marketing. MacMillan India Ltd. New Delhi

15MS3022 CUSTOMER RELATIONSHIP MANAGEMENT

Credits : 3:0:0

Course Objectives:

This course aims to:

- Impart orientation in respect of providing means for learning basic tenets and successful delivery of CRM program
- Understand the role played by CRM under various business settings
- Impart knowledge on Analytical CRM and CRM project Management

Course Outcomes:

After completing this course, the student should be able to:

- Articulate how information technology can be aligned with business practices
- Achieve business goals and support business imperatives, first by defining CRM and its various components
- Demonstrate the gained knowledge in terms of application of IT in CRM.

Course Description: Basics of CRM, its advantages, drawbacks, cost and the role played by CRM in building customer loyalty for different types of business under various environment settings. Concepts on call centre & customer care, customer service, Automation in call centres, eCRM, Multi Channel CRM, CRM on B2B, Supplier & partner relationship management, ERP. Analytical CRM, role of data warehousing, data mining and their in CRM, the importance of understanding the business process in selecting the right CRM tool, Managing a CRM project right from development to implementation of CRM and its future are also covered.

References:

1. Dyche J, (2002), The CRM Handbook, Pearson Education, New Delhi.
2. Baran, Galka, Strunk (2008), Customer Relationship Management, Thomson South – Western.
3. Sheth J N., Parvatiar A, Shainesh G, (2001). Customer Relationship Management – Emerging Concepts, Tools and Applications, Tata McGraw Hill, New Delhi
4. Gosney JW & Boehm T P, (2001). Customer Relationship Management Essentials, Prentice Hall of India, New Delhi,

15MS3023RETAIL MARKETING

Credits : 3:0:0

Course Objectives:

This course aims to:

- Let the students secure knowledge in the current practices in retail marketing
- Impart knowledge on the consumer behavior in retailing
- Deliver the concepts and the role played by operations & technology in retailing

Course Outcomes:

After completing this course, the student should be able to:

- Expertise the concepts in retail business operations & retail marketing in India.
- Address the key issues in Retailing Industry.
- Delve into the intricacies and challenges of the retailing system in India.

Course Description: Concepts of retailing, its types, layout, scenario for retailing in India, business planning for retailing, risks, Consumer behaviour in retailing, retail marketing mix and related decision making, the role played by the operations management & Information technology in retailing. Legal aspects, social issues & ethical issues in retailing. Mall behaviour in retail marketing as an emerging trend.

References:

1. Bermans, B and Evans, J (2002) Retail Management – A Strategic Approach, 8e, PHI, NewDelhi.
2. Warren G. Meyer, (1988) Retail Marketing – McGraw – Hill Publishing Company.
3. Gilbert, D (2000). Retail Marketing Management, 4e, Pearson Education Limited, NewDelhi.
4. Lamba, A.J. (2003) The Art of Retailing, 2e, Tata McGrawHill, NewDelhi.

15MS3024 RURAL MARKETING

Credits : 3:0:0

Course Objectives: This course aims to:

- Provide conceptual understanding on the Rural Marketing with special reference to Indian context its opportunities & challenges
- Impart knowledge on the consumer behaviour and its challenges in Rural marketing
- Elucidate the future of rural marketing in India

Course Outcomes: After completing this course, the student should be able to:

- Identify the mantra for success for any company going rural.
- Demonstrate the buying behavior, the consuming pattern, the need and wants of the rural consumer
- Assess the challenges and opportunities that the rural market holds for the Companies.

Course Description: Introduction to rural marketing, basic concepts, components, classification, environmental factors and the demand in rural areas, consumer behaviour, its influencing factors, Rural marketing mix and its decisions, marketing of agricultural produce, role played by Financial Institutions and the challenges in market research techniques & data collection in rural areas. Strategies for rural marketing, the role of IT and the future of rural marketing in India with respect to consumer finance, retailing, IT models and Glamorizing rural marketing.

References:

1. R V Badi,N V Badi, 2005, RuralMarketing – HPH, 2/e.
2. Pradeep Kashyap, Siddhartha Rant, 2005,The Rural Marketing Text Book — Biztantra.
3. Habeeb Ur Rahman (2004),Rural Marketing — HPH, 1/e.
4. Sanal Kumar Velayudhan , (2010) Rural Marketing, ,2/e, Response, SAGE Publication

15MS3025 INDUSTRIAL MARKETING AND SALES

Credits : 3:0:0

Course Objectives: This course aims to:

- Orient engineering students on the fundamentals of marketing and sales.
- Provide contemporary knowledge of the theoretical concepts of marketing and sales.
- Present latest knowledge of the applications and issues related to marketing and sales.

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of marketing and sales.
- Exhibit current knowledge of the theoretical concepts of marketing and sales.
- Display latest knowledge of the applications and issues related to marketing and sales.

Course Description: Marketing and sales, including concepts of marketing, customer needs, wants and demands. marketing information to gain customer insights, consumer behaviour and characteristics affecting consumer behaviour. Market segmentation objectives, Relationship between marketing and sales. Role of sales team members, effective sales person. Industrial buying behavior, Industrial Market segmentation selling, role of personal selling in industrial sales, Customer satisfaction, loyalty and retention and selling on the internet.

References:

1. Nag A (2013), *Sales And Distribution Management* (1st edition.), New Delhi ,Mc Graw Hill Education India Pvt Ltd.
2. Ghosh PK ,Industrial Marketing (4th Edition) Oxford University Press.
3. Still R Richard,Cundiff W Edward ,Govoni A.P Norman.(2010), *Sales Management* 6th edition)New Delhi PHI Learning Pvt Ltd
4. Havaladar K Krishna 2009 *Industrial Marketing* (5th Edition) Tata Mc Graw Hill

15MS3026 SOCIAL MEDIA ADVERTISING

Credits : 3:0:0

Course Objectives: This course aims to:

- Orient engineering students on the fundamentals of social media and Advertising management.
- Present latest knowledge of the applications and issues related to social media and Advertising management
- Gain an overview of the functions of Advertising and the economic and social effects of Advertising

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of social media and Advertising management.
- Display latest knowledge of the applications and issues related to social media and Advertising management.
- Apply their newly-learned skills both to workplace and personal endeavors, and build networks for future collaboration

Course Description:

Advertising: a marketing tool, Advertising planning, layout of Advertising, Advertising media Management. Social Media Marketing, Developing Social Media Marketing plan, Integrating Social Media with Overall Market efforts, The Social Business Eco system , Blogs, Podcasts, Twitter, Face book, LinkedIn, Flickr, Search Engine Optimization (SEO) for Social Media , Optimizing Social Media for Search Engines, Viral marketing and testing effectiveness of Ads on social media.

References:

1. Dave Evans and Jake Mckee, “Social Media Marketing – The Next Generation of Business Engagement”, Wiley India pvt. Ltd, New Delhi, 2011.
2. Sharma & Singh (2008) “Advertising Planning and Implementation” Newdelhi1: Prentice Hall of India
3. Jan Zimmer man & Doug sahlin (2012) , “Social media marketing for dummies”(First edition) Newdelhi: Wiley India
4. Karen Nelson (2013) “Viral marketing : the science of sharing” Oxford publication

15MS3027 PRICING MANAGEMENT

Credits : 3:0:0

Course Objectives: This course aims to:

- Provide an overview of the role of the most important ‘P’ of marketing Mix, the Price
- Highlight the importance of pricing in the business strategy
- Equip the students with pricing trends and the various pricing strategies

Course Outcomes: After completing this course, the student should be able to:

- Articulate the importance of pricing of a product and the challenges of pricing a service
- Exhibit the role of competition, ethics & law in pricing
- Demonstrate their knowledge on pricing policies and strategies

Course Description:

Role and importance of pricing in the marketing mix, bases , methods, pricing of a product, pricing of a service, pricing policy & decision making and the related factors, pricing strategies, the role of competition, law and ethics in pricing, reacting to a price change and research techniques to supplement judgement, price cutting and recent trends in pricing.

References:

1. Simon, H (2000). Pricing Management, 2e North Holland Publisher, Holland.
2. Dolan, R.J & Simon, H(1996), Power Pricing, Free Press, USA.
3. Marn, M.V., and Roegner, E.V. (2008). The Price Advantage, Kogan Page, UK.
4. Kotler, P. (2006). Marketing Management,13e, PHI, New Delhi.

15MS3028 E-BUYER BEHAVIOUR

Credits : 3:0:0

Course Objectives: This course aims to:

- Illustrate the impact of digital revolution on buying decisions, habits and processes
- Expose the students to the E-buying decisions and processes
- Teach the e-buyer protection policies and regulatory network

Course Outcomes: After completing this course, the student should be able to:

- Elucidate the difference of E-buying behaviour and the underlying challenges for marketers
- Demonstrate the expertise of E-business strategies and processes
- Justify the need of E-buyer protection policies and the role of regulatory networks

Course Description:

Impact of digital revolution on buying decisions, Framework of modern consumer profile analysis, post-modern consumer choices and buying habits, rise of prosumers, online buying decisions and its influential factors, E-marketing strategies and diffusion process, E-buying process, B2B e-procurement decisions and processes, post purchase actions, need of e-buyer protection, regulatory networks and forums.

References:

1. Assael, H. (2006). Consumer Behaviour and Marketing Action, 2e, Kent Publishing Co.UK.
2. Berkman & Gilson (2004) Consumer Behaviour: Concepts And Strategies, Kent Publishing Co.UK
3. Schiffman and Kanuck (2007). Consumer Behaviour, 7e, Pearson Education Asia, Singapore
4. Turban, E., Lce, J., King, D & Chung, M. (2000) Electronic Commerce: ManagerialPerspective, 2e, Pearson Education Inc., USA.

15MS3029 INTEGRATED MARKETING COMMUNICATION

Credits : 3:0:0

Course Objectives: This course aims to:

- Expose the students to the various dimensions of promotional mix of marketing
- Introduce the concepts on managing advertisements and advertising media management
- Familiarize the role of sales promotion and evaluation methods

Course Outcomes: After completing this course, the student should be able to:

- Articulate the importance of promotion mix
- Showcase their expertise on managing advertisements and advertising media
- Expound the concepts on evaluation of advertisements and sales promotions

Course Description:

Steps in Communication Advertising, Personal selling, Sales promotion, Public relations, Direct marketing concepts and tools, classification of advertisements & economic and social effects, Advertising department & Advertising Agency Management, Campaign planning & Advertising budget preparation, Advantages, Limitations, Availability, Media Rates, Media Planning and Scheduling of various forms of media and its management, Evaluation of Advertising, copy writing, Evaluation of Sales Promotion effectiveness, Strategies - recent trends.

References:

1. Bovee and Thill, (2000). Advertising Excellence, 3e, McGraw Hill International.USA.
2. Cummin, J. (2004). Sales Promotion, 6e, PHI, New Delhi.
3. Choudhry, P. (2004). Successful Sales Promotion, 2e, Macmillan,India.
4. Mohan, M. (2002). Advertising - Text & Cases, 2e,Tata McGraw Hill, New Delhi.

15MS3030 INTERNATIONAL MARKETING AND RESEARCH

Credits : 3:0:0

Course Objectives: This course aims to:

- Present an insight of the international marketing concepts
- Provide a conceptual understanding about the concepts of research across the globe.
- Make the learners to know how international market research can be conducted

Course Outcomes:

After completing this course, the student should be able to:

- Elucidate the international marketing mix, research & analysis
- Conduct research in the foreign market, which is vital for the international businessmen
- Decide the course of activity & strategy based on research

Course Description:

Nature, scope, environment, management process selection and mode of entry in international marketing, Distinction between international trade, International Marketing mix strategies, branding and distribution strategies. It also covers the nature, scope & complexities in International market research, its process, design, data collection methods and sampling design, International market opportunity analysis, product analysis, need & significance of such analysis for advertisements, sales promotions and digital placements.

References:

1. Philip Cateora (2010), International Marketing, Tata McGraw-Hill, New Delhi.
2. Keegan and Warran (2010), Global Marketing, Prentice Hall India, New Delhi.
3. Green Paul E. and Tull Donald S (2009). Research for Marketing Decision, Prentice Hall of India, New Delhi.
4. Churchill Gilbert A.(2008), Basic Marketing Research, Dryden Press, Chicago.
5. Havaladar K Krishna 2009 Industrial Marketing (5th Edition) Tata Mc Graw Hill

15MS3031 SUPPLY CHAIN MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide understanding of concepts of supply chain, importance of Supply Chain Management for businesses and issues associated at various levels and elements of a supply chain.
- Provide working knowledge of the best practices in Supply Chain Management and to understand proven methodologies to enhance management processes, such as forecasting and aggregate planning at all stages
- Provide insights on developing a strategy for implementing integrated business entity using principles of Supply Chain Management in an organization

Course Outcomes: After completing this course, the student should be able to:

- Design, develop and implement integrated supply chain extending from suppliers' supplier to customers' customer;
- Establish performance measurement metrics, develop tools to measure them and take decisions to continually improve the performance;
- Develop policies and procedures to create seamlessly integrated supply chains and manage them elegantly to bring business and financial excellence.

Course Description: Definition, purpose and importance of supply chain management, the various elements of supply chain and associated issues. The planning that takes place across the chain and the elements. Various flows along supply chain, problems faced in integration, use of technology, extension of the concept into services sectors, supply network concept and other emerging trends in the field.

References:

1. Wisner, J.D and Leong K.G (2010), Principles of Supply Chain Management: A balanced approach, (1st edn.), Cengage Learning,
2. Sahay B S, (2011), Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.
3. Reguram G, Rangaraj N, (1999), Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi
4. Sunil Chopra, DV Kalra, (2010) Supply chain Management strategy, Planning and Operations, Pearson, New Delhi.

15MS3032 TOTAL QUALITY MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide the understanding of total quality management principles, frameworks, tools and techniques for effective real life applications in both manufacturing and services.
- Provide the working knowledge of the best practices in Quality and Process Management and to understand proven methodologies to enhance management processes, such as benchmarking and business process reengineering;
- Provide insights on developing a strategy for implementing Quality management system in an organization.

Course Outcomes: After completing this course, the student should be able to:

- Develop quality control tools and techniques;
- Measure the cost of poor quality and process effectiveness and efficiency to track performance quality and to identify areas for improvement;
- Develop a strategy to acquire quality standards and accreditations and to decide on a framework to evaluate the performance excellence of an organization that will carry people with the objectives of the organization.

Course Description: Evolution, scope and purpose of quality management. The fundamentals of quality cost. The process and product quality; quality assurance and standards. The methods for quality planning, requirements, formal and informal quality control procedures, Quality Control development and improvement, initiating Quality Control policies. Tools and techniques including statistical process control.

References:

1. Besterfield, DH, (2003), Total Quality Management,(3rd edn), Pearson Education, New Delhi
2. SubburajRamasamy,(2011), Total Quality Management, Tata Mc Graw Hill, New Delhi
3. James R.Evans, (2008), Total Quality Management, South Western Cengage Learning, New Delhi
4. Suganthi, Anand A Samuel, (2009),Total Quality Management, Prentice Hall of India

15MS3033 ENTERPRISE RESOURCE PLANNING

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide an understanding to the systems which integrate internal and external management information across an entire organization.
- Provide an insight to automate business functions of an organization.
- Provide comprehensive guidance in implementing the Enterprise Resource Planning system successfully

Course Outcomes: After completing this course, the student should be able to:

- Understand ERP models and information flows underlying the ERP software.
- Analyze how integration works in an enterprise system and establish the linkages with organizational processes.
- Examine the principles and issues behind the ERP system design configuration and implementation

Course Description: The basic concepts of Enterprise Resource Planning and its utilities in running an organization. The fundamentals of Business Process Reengineering, Data Warehousing, Data Mining, Product Life cycle Management. Concepts of Enterprise Resource Planning Implementation, operation and maintenance of Enterprise Resource Planning system, Business modules of Enterprise Resource Planning, Enterprise Resource Planning market, Enterprise Resource Planning resources and the present and future of Enterprise Resource Planning.

References:

1. Leon, A.(2013). Enterprise Resource Planning Demystified (2nd Edn.),Tata McGraw Hill, Delhi
2. Murthy,C.S.V.(2006), Enterprise Resource Planning (2nd Edn.),Cengage learning, Delhi
3. Sadagopan,S.(2006) Enterprise Resource Planning(2nd Edn.),Cengage learning, Delhi
4. Monk,K.(2007) Enterprise Resource Planning(1st Edn.),Cengage Learning, Delhi

15MS3034 ADVANCED PRODUCTION MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide the understanding of concepts of production planning and inventory management.
- Provide the working knowledge of the best practices in master scheduling, Materials requirement planning and inventory management
- Provide insights on developing a strategy for production management

Course Outcomes: After completing this course, the student should be able to:

- Design, develop and implement production plan for a factory
- Establish master production schedule and Materials requirement plan for meeting the planned production
- Develop policies and procedures for integrated materials management

Course Description: Production planning system, Master scheduling, Materials requirements planning, Capacity management, Production activity control and forecasting. Fundamentals of inventory, functions of inventory, types of inventory, order quantities, independent demand ordering systems. Physical distribution, distribution requirement planning, the principles of managing bottlenecks and theory of constraints.

References:

1. Tony Arnold, Stephen N Chapman, Lloyd M Clive, (2010), Introduction to materials management, (6th edn), Pearson, Delhi
2. Vollmann, Berry, Whyback and Jacobs (2013), Manufacturing planning and control for supply chain management, (5th edn), McGraw Hill Education, Delhi
3. Shailendra Kale, (2013), Production and Operations Management, McGraw Hill Education, Delhi
4. Richard B Chase et al. (2013), Operations and Supply management(12th edn), McGraw, New Delhi

15MS3035 MANUFACTURING PLANNING AND CONTROL

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide an understanding of the framework and concepts of manufacturing planning and control.
- Provide a working knowledge on demand management, sales and operation planning and capacity planning
- Provide insights on in Just In Time management and scheduling

Course Outcomes: After completing this course, the student should be able to:

- Design, develop and implement strategy for demand management
- Establish Just in Time System of inventory management
- Develop policies and procedures for distribution requirement planning

Course Description: The framework of manufacturing planning and control, demand management, sales and operations management, inventory management in the supply chain context, Distribution requirement planning, Just in Time management and production activity control, Capacity planning and utilization and the forecasting of demand

References:

1. Vollmann, Berry, Whyback and Jacobs (2013), Manufacturing planning and control for supply chain management, (5th edn), McGraw Hill Education, Delhi
2. Shailendra Kale, (2013), Production and Operations Management, McGraw Hill Education, Delhi
3. Richard B Chase et al. (2013), Operations and Supply management(12th edn), McGraw, New Delhi
4. Tony Arnold, Stephen N Chapman, Lloyd M Clive, (2010), Introduction to materials management, (6th edn), Pearson, Delhi

15MS3036 SERVICE OPERATIONS MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide the importance of strategy formulation and delivery system in services.
- Provide a comprehensive learning of the latest trends of handling service techniques and management practices
- Provide the competencies for service operations management

Course Outcomes: After completing this course, the student should be able to:

- Inculcate knowledge on the effective usage of the operations function of Service sector.
- Identify the new service development process.
- Understand the key processes in developing a quality service culture

Course Description: The importance of service in the economy, nature of services, Formulating strategy, strategic positioning and service strategy, Technology in services, Environmental strategy, Designing the delivery system, New service development, the front office and back office management, Off shoring and outsourcing, Continuous quality improvement, Yield Management, Inventory management in services, waiting time management and Data Envelopment Analysis

References:

1. James A Fitzsimmons, Mona .J. Fitzsimmons (2012), Service Management, Mc GrawHill.
2. Metters R.D., Metters. K, and Pullman M. (2008), Service Operations Management ,(1st Edn), Cengage Learning , New Delhi
3. Robert Johnston and Graham Clark and Michael Shulver (2012) , Service Operations Management: Improving Service Delivery , Pearson Education
4. David W. Parker (2012), Service Operations Management: The Total Experience, Edward Elgar Publication

15MS3037 TOOLS AND TECHNIQUES FOR OPERATIONAL EXCELLENCE

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide knowledge on Value stream mapping
- Provide understanding of the business process and apply value stream mapping technique for improving the process
- Provide understanding of the Toyota production system, popularly called as lean manufacturing

Course Outcomes: After completing this course, the student should be able to:

- To analyse the process of any business
- To apply value stream mapping for improving any business process
- To implement lean manufacturing techniques for improving operational efficiency of any business process

Course Description:

fundamentals of Value stream mapping, developing a value stream, tools for value stream mapping. The fourteen management principles of the Toyota Way to create the ideal environment for implementing Lean techniques and tools. Fostering an atmosphere of continuous improvement and learning, Create continuous process flow to unearth problems, Satisfy customers and eliminate waste at the same time, Growing leaders rather than purchase them, Getting quality right the first time and grow together with suppliers and partners for mutual benefit.

References:

1. Karen Martin, Mike Osterling,(2013), Value stream mapping: How to visualize work flow and align people for Organisational transformation using Lean business practices to transform office and service environments, McGraw Hill Company,
2. Beau Keyte and Drew A Locher (2004), The complete lean enterprise: Value stream mapping for administrative and office process, Taylor and Francis Group
3. Pascal Dennis,(2007) Lean production simplified: A plain language guide to the world's most powerful production system, (2ndedn), Productivity Press,
4. Jeffrey Liker(2004), The Toyota Way, McGraw Hill Education, Delhi

15MS3038 PROJECT MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide an understanding of project management.
- Provide a complete understanding of the project management processes
- Provide insights on the knowledge areas of project management.

Course Outcomes: After completing this course, the student should be able to:

- Use appropriate tools and techniques for Project management;
- Manage project within the present constraints;
- Develop a strategy for project management.

Course Description: Fundamentals of project management and the Organisational influences on project life cycle, Project management processes, the knowledge areas related to project integration management, project scope management, project time management, project cost management, and project quality management, project human resources management, project communication management, and project risk management, project procurement management and project stakeholder management.

References:

1. Project Management Institute, (2013), Project Management Body of Knowledge (PMBOK GUIDE), (5th edn), Project Management Institute, Pennsylvania
2. Paul Sanghere, (2008), PMP in depth: Project Management professional study guide for PMP and CAPM exams, Cengage Learning, New Delhi
3. Kim Heldman, (2013), PMP Project Management Professional Exam Study Guide (7th Edn), John Wiley and Sons, Indianapolis
4. Rita Mulcahy (2009), PMP Exam Prep (6th Edn), RMC Publications, Minnesota

15MS3039 PRINCIPLES AND TECHNIQUES OF SIX SIGMA

Credits: 3:0:0

Course Objectives: This course aims to:

- Leverage basic operations knowledge with advanced methods commonly identified with six sigma
- Apply six Sigma DMAIC methodologies in the performance of a "real world" continuous improvement project.
- Demonstrate competence using operations management and Six Sigma "tools" in achieving quantifiable results.

Course Outcomes: After completing this course, the student should be able to:

- Develop the real world quality improvements.
- Inculcate knowledge on the benefits of the implementation of six sigma in an organization
- Measure the effectiveness of Six sigma with statistical tool and without statistical tools in a manufacturing sectors .

Course Description: Introduction to six sigma methodology, The Define, Measure, Analyse, Improve and Control methodology and Define, Measure, Analyse, Design and Verify methodology, The Six sigma belts, tools for Success of six sigma implementation in an organisation, Gearing up and adapting six sigma to an organization, Statistics free six sigma Measurements and Six sigma and innovation and Making six sigma work

References:

1. Praveen Gupta(2008), Virtually stat free sixsigma (1stedn) , S.Chand and company , New Delhi
2. Peter .S.Pande ,Robert.P.Neuman , Ronald .R.Cavanagh , The sixsigma way , Tata Mc Graw hill publishing company Ltd , NewDelhi .
3. Paul keller (2008) , SixsigmaDemistified , Tata McGraw Hill publishing company Ltd , NewDelhi
4. Keki.R.Bhote , The Ultimate Six sigma , Prentice Hall of India , New Delhi

15MS3040 DEMAND AND BUSINESS FORECASTING

Credits: 3:0:0

Course Objectives: This course aims to:

- Develop the skill needed for the identification of factors that affect demand.
- Expose the students to the data types and problem identification.
- Equip the students with qualitative and quantitative forecasting techniques and enable them to interpret the results.

Course Outcomes: After completing this course, the student should be able to:

- Use the appropriate quantitative techniques to recognize, analyse and solve demand chain management problems, balancing costs and profits with social and environmental considerations.
- Employ relevant computer software in the solution of demand chain management problems.
- Communicate the recommended solution to a diverse set of audience with much expectation in synchronizing supply with demand.

Course Description:

Methods adopted by companies to address the challenge of synchronizing supply with demand in the design and management of demand chains, with consideration of cost-effectiveness as well as environmental and social responsibility. An Overview on the Demand Analysis, Estimation of Demand and Forecasting Demand and qualitative techniques of forecasting is included.

References:

1. Chaman L Jain and Jack Malehorn, (2005), Practical Guide to Business Forecasting, (2nd edn), Gateway Publishing Company Inc., New York.
2. John E Hanke and Dean W Wichem, (2014), Business Forecasting, (9th edn), Pearson Education, India.
3. J Holton Wilson and Barry Keating, (2014), Business Forecasting, (5th edn), Tata McGraw-Hill Publications Ltd., New Delhi.
4. A Reza Hoshmand, (2010), Business Forecasting: A Practical Approach, (2nd edn), Routledge, United Kingdom.

15MS3041 LOGISTICS MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Present an insight of the principles of logistics management
- Provide a basic understanding of the logistics operations in a business
- Create an awareness about the various avenues of logistics management

Course Outcomes: After completing this course, the student should be able to:

- Understand the concepts of logistics
- Describe the various industries aligned with logistics
- Depict the various utilities of logistics in customer satisfaction.

Course Description: Importance of logistics in supply chain management, the fundamentals of logistics management such as 7 R's of logistics management, various objectives management, various transportation modes, fundamental concepts related to packing, various types of warehouses, time management, roles of intermediaries in logistics, containerization, palletization and various document requirements and types of transportation planning and control

References:

1. Sudalaimuthu and S. Anthony Raj (2009), Logistics for International Business: Text and cases, Prentice Hall India, New Delhi.
2. Bowersox, Donal J. and David Closs, (2009), Logistical Management, (5th edn.), McGraw-Hill, New York
3. Satish K. Kapoor and PurvaKansal, (2009), Marketing Logistics: A Supply Chain Approach, Pearson Education, New Delhi.
4. Vinod V. Sople (2009), Logistics Management - The supply chain imperative,(2nd edn) Pearson Education, New Delhi

15MS3042 INDUSTRIAL LAW

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide an insight on the vital role played by the government, employer and employees in shaping the labour management relations and policies.
- Identify the various institutions, processes and systems for the prevention of industrial disputes.
- Impart knowledge on scope, coverage of major employment related legislations, wage legislation and integrated Social Security Scheme.

Course Outcomes:

After completing this course, the student should be able to:

- Develop a framework for analysis of Industrial Relations problems to avoid industrial conflicts and develop harmonious relations.
- Will identify the areas needed to be addressed by employers, union and Government in protecting workers and ensuring fair, safe and healthy workplaces, leading to increased productivity.
- Knowledge of various legal forms, Procedures, fees and contact details regarding legal compliances

Course Description: The evolution and growth of Industrial Relations in India, Indian Industrial Worker, Trade Unionism and Trade Unions in India, Wage and Industrial Relations, Collective Bargaining, Employee Grievance, Discipline, Industrial Conflict, Workers Participation, Working condition: Safety, health and Environment, Labour welfare and Social security, Technological change and Industrial Relations., India and International Labour Organisation

References:

1. ArunMonappa, Ranjeet Nambudiri, Patturaja Selvaraj (2012), "Industrial Relations and Labour Laws"(2nd Edn), McGraw Hill Education India Pvt Ltd, New Delhi
2. P.K. Padhi (2010), "Labour & Industrial Laws" (5th Edn),PHI Learning P. Ltd, New Delhi
3. C.S. Venkataratnam (2011), "Industrial Relations" (15th Edn),Oxford University Press, New Delhi
4. P.R.N. Sinha, Indubala Sinha, Seema Priyadarshini Shekar, (2014), "Industrial Relations, Trade Unions and Labour Legislations"(3rd Edn), Pearson

15MS3043 SYSTEMS THINKING AND MODELLING

Credits: 3:0:0

Course Objectives: This course aims to:

- Present the understanding of complexities of ever growing economic, business, social and environmental systems, systems thinking and modelling for a complex world.
- Provide the working knowledge of using system dynamics to solve the problems of the real world, for effective decision making, and to expand the boundaries of our mental models;
- Present insights on developing strategies and tools to create robust business models with relevant case studies.

Course Outcomes: After completing this course, the student should be able to:

- Design and create dynamic business and economic systems with necessary feedback and control mechanisms;
- Develop models of real world systems to aid decision making under pressure, crisis and uncertainties;
- Develop a strategy to validate and test these models and systems and create tools to measure their performance

Course Description: Fundamentals of complex systems, their structure and behaviour, system dynamics and modelling process. Tools for systems thinking and modelling dynamic systems with suitable examples from real business scenarios. The dynamics and challenges of growth, Use of models in decision making and methods for model testing and validation.

References:

1. John D. Sterman, (2010), Business Dynamics, Tata Mc Graw Hill, New Delhi
2. Satzinger, Jackson and Burd,(2011),Systems Analysis and Design, Cengage Learning, New Delhi
3. Shelly, Cashman and Rosenblatt, (2010), Systems Analysis and Design Methods, Cengage Learning, New Delhi
4. Donella H Meadows, (2008),Thinking in Systems : A Primer, Chelsea Green Publishing

15MS3044 PERFORMANCE OPERATIONS

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide adequate knowledge on the costing systems needed in the operations of the firm.
- Develop the skill needed to use forecasting and budgeting techniques to evaluate the actual performance of the firm.
- Inculcate and bring out the analytical ability in assessing the investment pattern with regard to short term and long term financing.

Course Outcomes: After completing this course, the student should be able to:

- Prepare a cost statement to match the current need of the market in which the firm operates.
- To take appropriate decisions with regard to future financial projections which are much needed in a Project Appraisal.
- Manage efficiently the working capital which is a vital component in the day to day operations of the firm.

Course Description: The Cost accounting systems, evaluate and control present and projected performance, Forecasting and Budgeting Techniques in costing systems to evaluate actual performance. Project appraisal which relies on future financial projections to provide the information on which managers can evaluate expected performance and actual outcomes. Perspective of managing working capital.

References:

1. Steven M Bragg, (2014), Cost Accounting Fundamentals: Essential Concepts and Examples, (4th edn), Accounting Tools Inc, India.
2. James Sagner, (2014), Working Capital Management: Applications and Case Studies, (1st edn), Wiley Publications Ltd, India.
3. Don Dayananda, Richard Irons, Steve Harrison and John Herbohn, (2002), Capital Budgeting: Financial Appraisal of Investment Projects, (1st edn), Cambridge University Press, United Kingdom.
4. K H Erickson, (2013), Investment Appraisal: A Simple Introduction, (1st edn), Kindle Reading App.

15MS3045 TECHNOLOGY MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide comprehensive learning of Technology innovation and Commercialization
- Provide the competence of business plan, license agreement and technology development
- Present insights into the world of wealth and managing the technology.

Course Outcomes: After completing this course, the student should be able to:

- Effectively use technology
- Identify the new technology innovation for competitive advantage
- Understand the key processes in developing a new technology

Course Description: The role of technology in society today. Classification of technology and Management of technology, Role of technology in creation of wealth, Technology life cycles, technology absorption, technology diffusion, technology forecasting, business strategy and technology strategy, process innovation, value chains and organization and Intellectual property strategy.

References:

1. Tarek M. Khalil (2011), Management of Technology, Tata McGraw Hill, New Delhi.
2. Gerard H. Gaynor (2009), Handbook of Technology Management, McGraw Hill, New Delhi
3. Margerte A White and Garry D Bruton (2010) , The Management of Technology and Innovation : A Strategic Approach, Cengage Learning , New Delhi
4. Richard .C.Dorf,(2010)The Technology Management Hand Book, CRC Press LLC and Springer - Verlag GmbH & Co

15MS3046 ORGANISATION THEORY AND DESIGN

Credits: 3:0:0

Course Objectives: This course aims to:

- Orient management students on the fundamentals of organisation theory and design.
- Provide contemporary knowledge of the theoretical concepts of organisational structures applicable in different contexts.
- Present latest knowledge of the applications and issues related to organisation design.

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of organisation theory and design.
- Exhibit current knowledge of the theoretical concepts of organisational structures applicable in different contexts.
- Display latest knowledge of the applications and issues related to organisation design.

Course Description: Organisation theory and design, including critical management topics such as—history/ evolution of organisation theory, organisational effectiveness, organisational structures, organisational strategy, organisational environment, technology and culture in organisations, organisational failures, and managing organisational change, cases in Indian and global context.

References:

1. Bhattacharyya S. (2011), Introduction to Organisation Theory: Structure and Design of Organisations (1st ed.), Hyderabad: Universities Press.
2. Robbins S. & Mathew M. (2009), Organisation Theory: Structure, Design, and Applications (3rd ed.), New Delhi: Pearson Education.
3. Daft R.L. (2012), Understanding the Theory and Design of Organisations (10th ed.), New Delhi: Cengage Learning.
4. Hatch M.J. & Cunliff A.L. (2012), Organisation Theory: Modern, Symbolic and Postmodern Perspectives (3rd ed.), New Delhi: Oxford University Press.

15MS3047 ORGANISATIONAL CHANGE AND DEVELOPMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Orient management students on the fundamentals of organisational change and organisation development.
- Provide contemporary knowledge of the theoretical concepts of organisational change and organisation development.
- Present latest knowledge of the applications and issues related to organisational change and organisation development.

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of organisational change and organisation development.
- Exhibit current knowledge of the theoretical concepts of organisational change and organisation development.
- Display latest knowledge of the applications and issues related to organisational change and organisation development.

Course Description:

Organisational systems and structures, process of Organisational Change, managing Organisational Change through people and technology, nature of Organisational Development, organisational diagnosis in different and critical situations in an organisation, different Organisational Development interventions and strategies, contemporary issues in Organisational Development, and future of Organisational Development.

References:

1. Bhattacharyya D.K. (2011), Organisational Change and Development (1st ed.), New Delhi: Oxford University Press.
2. Cummings T.G. & Worli C.G. (2012), Theory of Organization Development and Change (9th ed.), New Delhi: Cengage Learning.
3. Singh K. (2010), Organisational Change and Development (2nd ed.), New Delhi: Excel Books.
4. Anderson D.L. (2013), Cases and Exercises in Organization Development & Change (1st ed.), New Delhi: SAGE Publications.

15MS3048 HUMAN RESOURCE DEVELOPMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Orient management students on the fundamentals of human resource development.
- Provide contemporary knowledge of the theoretical concepts of human resource development.
- Present latest knowledge of the applications and issues related to human resource development.

Course Outcomes:

After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of human resource development.
- Exhibit current knowledge of the theoretical concepts of human resource development.
- Display latest knowledge of the applications and issues related to human resource development.

Course Description: Introduction to HRD, HRD vs. HRM, assessing HRD needs, designing HRD programs, implementing HRD programs, evaluating HRD programs, employee socialization and orientation, skills and technical training, coaching and performance management, employee counselling and wellness services, career management and development, management development, organisation development and change, as well as HRD and diversity.

References:

1. Werner J.M. & DeSimone R.L. (2012), Human Resource Development (5th ed.), New Delhi: Cengage Learning.
2. Deb T. (2006), Human Resource Development: Theory and Practice (1st ed.), New Delhi: ANE Books.
3. Gilley J.W., Eggland S.A. & Gilley A.M. (2002), Principles of Human Resource Development (1st ed.), Cambridge: Basic Books.
4. Goel V. (2009), Human Resource Development (1st ed.), New Delhi: Lotus Press.

15MS3049 EMPLOYEE RECRUITMENT AND SELECTION

Credits: 3:0:0

Course Objectives: This course aims to:

- Orient management students on the fundamentals of employee recruitment and selection.
- Provide contemporary knowledge of the theoretical concepts of employee recruitment and selection.
- Present latest knowledge of the applications and issues related to employee recruitment and selection.

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of employee recruitment and selection.
- Exhibit current knowledge of the theoretical concepts of employee recruitment and selection.
- Display latest knowledge of the applications and issues related to employee recruitment and selection.

Course Description:

Introduction to recruitment, sources of recruitment, internal recruitment tools and techniques, external recruitment tools and techniques, introduction to selection, selection tools and techniques, intelligence-emotional-spiritual quotients, reliability and validity of selection instruments, ethical considerations in selection, as well as trends in recruitment and selection.

References:

1. Dale M. (2003), Handbook of Successful Recruitment and Selection: A Practical Guide for Managers (1st ed.), New Delhi: Crest Publishing House.
2. Chadha N.K. (2004), Recruitment and Selection (1st ed.), New Delhi: Galgotia Publishing.
3. Edenborough R. (2006), Assessment Methods In Recruitment, Selection & Performance: A Manager's Guide to Psychometric Testing, Interviews and Assessment Centres (3rd ed.), London: Kogan Page.
4. Heneman H. III & Judge T. (2003), Staffing Organizations (), New Delhi: McGraw-Hill Education.

15MS3050 CORPORATE LEARNING AND DEVELOPMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Orient management students on the fundamentals of corporate learning and development.
- Provide contemporary knowledge of the theoretical concepts of corporate learning and development.
- Present latest knowledge of the applications and issues related to corporate learning and development.

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of corporate learning and development.
- Exhibit current knowledge of the theoretical concepts of corporate learning and development.
- Display latest knowledge of the applications and issues related to corporate learning and development.

Course Description: Introduction to employee Training and Development, strategic training, models of organizing the training department, training needs assessment, learning theories and programme design, transfer of training, training evaluation, traditional training methods, e-learning and use of technology in training, employee development, issues in Training and Development, and future of Training and Development.

References:

1. Noe R.A. & Kodwani A.D. (2012), Employee Training and Development (5th ed.), New Delhi: McGraw-Hill Education.
2. Saks A.M. & Haccoun R.R. (2011), Managing Performance Through Training and Development (5th ed.), Toronto: Nelson Education.
3. Blanchard N.P. & Thacker J. (2013), Effective Training (5th ed.), New Delhi: Pearson Education.
4. Janakiram B. (2007), Training and Development (1st ed.), New Delhi: Dreamtech Press.

15MS3051 EMPLOYEE PERFORMANCE MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Orient management students on the fundamentals of employee performance management.
- Provide contemporary knowledge of the theoretical concepts of employee performance management.
- Present latest knowledge of the applications and issues related to employee performance management.

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of employee performance management.
- Exhibit current knowledge of the theoretical concepts of employee performance management.
- Display latest knowledge of the applications and issues related to employee performance management.

Course Description:

Overview of performance management, impact of organization's structure and processes on performance management process, defining performance and performance measurement metrics, performance information interpretation and corrective action, performance management frameworks, employee assessment systems, contribution of human resource management practices to employee performance, implementation of a performance management system linked to reward system, as well as organizational leadership and performance management.

References:

1. Narain B.S. (2010), Performance Management (1st ed.), New Delhi: Cengage Learning.
2. Aguinis H. (2013), Performance Management (3rd ed.), New Delhi: Pearson Education.
3. Kohli A.S. (2008), Performance Management (1st ed.) New Delhi: Oxford University Press.
4. Deb T. (2008), Performance Appraisal and Management (1st ed.), New Delhi: Excel Books.

15MS3052 MANAGING EMPLOYEE CAREERS

Credits: 3:0:0

Course Objectives: This course aims to:

- Orient management students on the fundamentals of employee career and succession planning.
- Provide contemporary knowledge of the theoretical concepts of employee career and succession planning.
- Present latest knowledge of the applications and issues related to employee career and succession planning.

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of employee career and succession planning.
- Exhibit current knowledge of the theoretical concepts of employee career and succession planning.
- Display latest knowledge of the applications and issues related to employee career and succession planning.

Course Description: Career and succession planning, integrating career and succession planning, infrastructure for integrating career and succession planning, competency models and value systems, assessment and evaluation for career and succession planning programs, career planning and career counselling, the self-assessment approach, future of career and succession planning, training and development, mentoring, career coaching, self-directed learning, as well as differentiating between coaching and mentoring.

References:

1. Rothwell W.J., Jackson R.D., Knight S.C. & Lindholm J.E. (2005), Career Planning and Succession Management: Developing Your Organisation's Talent for Today and Tomorrow (1st ed.), Connecticut: Praeger Publishers.
2. Kaye B. & Giulioni J.W. (2012), Help Them Grow or Watch Them Go: Career Conversations Employees Want (1st ed.), San Francisco: Berrett-Koehler Publishers.
3. Greenhaus J.H., Callanan G.A. & Godshalk V.M. (2010), Career Management (1st ed.), New Delhi: SAGE Publications.
4. Hawkins P. & Smith N. (2010), Coaching, Mentoring and Organizational Consultancy (1st ed.), New Delhi: McGraw-Hill Education.

15MS3053 COMPENSATION AND BENEFITS MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Orient management students on the fundamentals of compensation and benefits management.
- Provide contemporary knowledge of the theoretical concepts of compensation and benefits management.
- Present latest knowledge of the applications and issues related to compensation and benefits management.

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of compensation and benefits management.
- Exhibit current knowledge of the theoretical concepts of compensation and benefits management.
- Display latest knowledge of the applications and issues related to compensation and benefits management

Course Description:

Compensation and benefits, model of pay, strategic perspectives, defining internal alignment, job analysis, job evaluation, person-based structures, defining competitiveness, designing pay levels and pay structures, pay-for-performance, performance appraisals, the benefits determination process, benefit options, compensation of special groups, union role in wage and salary administration, international pay systems, government and legal issues in compensation, public sector pay, as well as budgets and administration.

References:

1. Milkovich G.T., Newman J.M. & Venkataratnam C.S. (2009), Compensation (9th ed.), New Delhi: McGraw-Hill.
2. Henderson R.I. (2006), Compensation Management in a Knowledge-Based World (10th ed.), New Delhi: Pearson Education.
3. Ghosh B. (2012), Compensation & Reward Management (1st ed.), New Delhi: Sterling Publishers.
4. Ellig B. (2011), The Complete Guide to Executive Compensation (1st ed.), New Delhi: McGraw-Hill.

15MS3054 EMPLOYMENT RULES AND LAWS

Credits: 3:0:0

Course Objectives: This course aims to:

- Orient management students on the fundamentals of employment rules and laws.
- Provide contemporary knowledge of the theoretical concepts of employment rules and laws.
- Present latest knowledge of the applications and issues related to employment rules and laws.

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of employment rules and laws.
- Exhibit current knowledge of the theoretical concepts of employment rules and laws.
- Display latest knowledge of the applications and issues related to employment rules and laws.

Course Description: Conceptual legal framework of employment laws in India, employment status, contract of employment, factory working conditions, safety-health-environment legislations, social security legislations such as Provident fund, Employee State Insurance, Maternity benefits, wage legislations, settlement of industrial dispute legislations, as well as trade unions legislations. Legislation on registration, rights and dissolution.

References:

1. Padhi, P.K. (2010), Labour and Industrial Laws (5th ed.), New Delhi: PHI Learning.
2. Monappa A., Nambudiri R. & Selvaraj P. (2012), Industrial Relations and Labour Laws (2nd ed.), New Delhi: McGraw-Hill Education.
3. Venkatratnam C.S. (2011), Industrial Relations, (15th ed.) New Delhi: Oxford University Press.
4. Sinha P.R.N., Sinha I.B. & Shekar S.P. (2014), Industrial Relations, Trade Unions and Labour Legislations (3rd ed.) New Delhi: Pearson Education.

15MS3055 MANAGEMENT AND INDUSTRIAL RELATIONS

Credits: 3:0:0

Course Objectives: This course aims to:

- Orient management students on the fundamentals of management and industrial relations.
- Provide contemporary knowledge of the theoretical concepts of management and industrial relations.
- Present latest knowledge of the applications and issues related to management and industrial relations.

Course Outcomes:

After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of management and industrial relations.
- Exhibit current knowledge of the theoretical concepts of management and industrial relations.
- Display latest knowledge of the applications and issues related to management and industrial relations.

Course Description: Evolution and growth of industrial relations in India, characteristics of industry and workforce in India, trade unionism and trade unions in India, wage and industrial relations, collective bargaining, employee grievance, discipline, dispute resolution and industrial harmony, alternative dispute resolution methods, workers participation, technological change and industrial relations, human resource management and industrial relation, India and International Labour Organization.

References:

1. Monappa A., Nambudiri R. & Selvaraj P. (2012), Industrial Relations and Labour Laws (2nd ed.), New Delhi: McGraw-Hill Education.
2. Venkatratnam C.S. (2011), Industrial Relations, (15th ed.) New Delhi: Oxford University Press.
3. Singh P.N. & Kumar N. (2011), Employee Relations Management, (1st ed.), New Delhi: Pearson Education.
4. Sinha P.R.N., Sinha I.B. & Shekar S.P. (2014), Industrial Relations, Trade Unions and Labour Legislations (3rd ed.) New Delhi: Pearson Education.

15MS3056 STRATEGIC HUMAN RESOURCE MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Orient management students on the fundamentals of strategic human resource management.
- Provide contemporary knowledge of the theoretical concepts of strategic human resource management
- Present latest knowledge of the applications and issues related to strategic human resource management

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of strategic human resource management
- Exhibit current knowledge of the theoretical concepts of strategic human resource management
- Display latest knowledge of the applications and issues related to strategic human resource management

Course Description:

Introduction to SHRM, strategic human resource planning, strategic approach to recruitment, strategic approach to selection, strategic HRD, strategic approach to management structure, job design and work system, strategic management of performance, strategic approach to compensation and benefits, strategic approach to industrial relations, outsourcing and its Human Resource implications, as well as Human Resource Management in a Mergers and Acquisitions context.

References:

1. Das P. (2011), Strategic Human Resource Management: A Resource Driven Perspective (1st ed.), New Delhi: Cengage Learning.
2. Greer C.R. (2011), Strategic Human Resource Management: A General Managerial Approach (2nd ed.), New Delhi: Pearson Education.
3. Dreher G.F. & Dougherty T.W. (2005), Human Resource Strategy: A Behavioural Perspective for the General Manager (1st ed.), New Delhi: Tata McGraw-Hill.
4. Armstrong M. (2009), Strategic Human Resource Management (1st ed.), New Delhi: Kogan Page.

15MS3057 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Credits: 3:0:0

Course Objectives:

This course aims to:

- Orient management students on the fundamentals of international human resource management.
- Provide contemporary knowledge of the theoretical concepts of international human resource management.
- Present latest knowledge of the applications and issues related to international human resource management.

Course Outcomes:

After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of international human resource management.
- Exhibit current knowledge of the theoretical concepts of international human resource management.
- Display latest knowledge of the applications and issues related to international human resource management.

Course Description: International Human Resource Management, recruiting and selecting staff for international assignments, international training and development, international compensation, re-entry and career issues, International Human Resource Management in the host-country context, international industrial relations, performance management in International Human Resource Management, as well as International Human Resource Management trends and future.

References:

1. Dowling P.J., Festing M. & Engle, A.D. (2008), International Human Resource Management (5th ed.), New Delhi: Cengage Learning.
2. Aswathappa K. & Dash S. (2013), International Human Resource Management (2nd ed.), New Delhi: McGraw-Hill Education.
3. Kukreja H. (2009), International Human Resource Management with Case Studies (1st ed.), New Delhi: Surendra Publishers.
4. Harzing A.W. & Pinnington A.H. (2011), International Human Resource Management (3rd ed.), New Delhi: SAGE Publications.

15MS3058 IMPROVING HUMAN RESOURCE PROCESSES

Credits: 3:0:0

Course Objectives: This course aims to:

- Orient management students on the fundamentals of continuous improvement of human resource processes.
- Provide contemporary knowledge of the theoretical concepts of corporate human resource quality assurance.
- Present latest knowledge of the applications and issues related to corporate human resource quality assurance.

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of continuous improvement of human resource processes.
- Exhibit current knowledge of the theoretical concepts of corporate human resource quality assurance.
- Display latest knowledge of the applications and issues related to corporate human resource quality assurance.

Course Description:

People Capability Maturity Model (PCMM), which is the global standard for Human Resource Management and Human Resource Development capability maturity in organisations, and includes critical quality assurance topics such as—process maturity framework, overview of PCMM, PCMM process areas, PCMM architecture, interpreting the PCMM, using the PCMM, PCMM level 2 – ‘managed’, PCMM level 3 – ‘defined’, PCMM level 4 – ‘predictable’, and PCMM level 5 – ‘optimizing’, limitations of PCMM, best practices in PCMM assessments.

References:

1. Curtis B., Hefley W.E. & Miller S.A. (2002), The People Capability Maturity Model: Guidelines for Improving the Workforce (2nd ed.), New Delhi: Pearson Education.
2. Curtis B., Hefley W.E. & Miller S.A. (2010), The People CMM: A Framework for Human Capital Management (2nd ed.), Boston: Pearson Education.
3. Curtis W., Miller S. & Hefley W. (2001), People Capability Maturity Model version 2.0 (CMU/SEI-2001-MM-001), Retrieved from the Software Engineering Institute, Carnegie Mellon University website: <http://cmmiinstitute.com/resource/people-capability-maturity-model-p-cmm-version-2-0/>
4. Bool H. (2008), Managing Culture: People CMM, Retrieved from Ezine Articles website: <http://ezinearticles.com/?Managing-Culture---People-CMM&id=1749872>

15MS3059 PROFESSIONAL RESPONSIBILITY AND ETHICS

Credits: 3:0:0

Course Objectives:

This course aims to:

- Orient management students on the fundamentals of professional responsibility and ethics.
- Provide contemporary knowledge of the theoretical concepts of professional responsibility and ethics.
- Present latest knowledge of the applications and issues related to professional responsibility and ethics.

Course Outcomes:

After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of professional responsibility and ethics.
- Exhibit current knowledge of the theoretical concepts of professional responsibility and ethics.
- Display latest knowledge of the applications and issues related to professional responsibility and ethics.

Course Description: Importance and principles of business ethics, law and ethics, individual ethics and organizational ethics, framing business ethics, making decisions in business ethics, tools and techniques of business ethics management, professional ethics in human resource management, moral choices facing employees, as well as ethics and environment. Case studies and analytical perspectives will be discussed.

References:

1. Crane A. & Matten D. (2012), Business Ethics (3rd ed.), New Delhi: Oxford University Press.
2. Mandal S.K. (2013), Ethics in Business and Corporate Governance (2nd ed.), New Delhi: McGraw-Hill Publications.
3. Fernando A.C. (2012), Business Ethics: An Indian Perspectives (2nd ed.), New Delhi: Pearson Education.
4. Shaw W.H. (2010), Business Ethics: A Textbook with Cases (7th ed.), New Delhi: Cengage Learning.

15MS3060 CORPORATE SOCIAL RESPONSIBILITY

Credits: 3:0:0

Course Objectives:

This course aims to:

- Orient management students on the fundamentals of corporate social responsibility.
- Provide contemporary knowledge of the theoretical concepts of corporate social responsibility.
- Present latest knowledge of the applications and issues related to corporate social responsibility.

Course Outcomes:

After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of corporate social responsibility.
- Exhibit current knowledge of the theoretical concepts of corporate social responsibility.
- Display latest knowledge of the applications and issues related to corporate social responsibility.

Course Description: Introduction to Corporate Social Responsibility, evolution of company and Corporate Social Responsibility, stakeholders relationship, role of various institutions in Corporate Social Responsibility, creating a framework for Corporate Social Responsibility, framework for rating Corporate Social Responsibility, government initiative to promote Corporate Social Responsibility, global Corporate Social Responsibility as well as Corporate Social Responsibility in the future.

References:

1. Chatterji M. (2011), Corporate Social Responsibility (1st ed.), New Delhi: Oxford University Press.
2. Agarwal S.K. (2008), Corporate Social Responsibility in India (1st ed.), New Delhi: SAGE Publications.
3. Baxi C.V. & Prasad A. (2006), Corporate Social Responsibility (1st ed.), New Delhi: Excel Books.
4. Fernando A.C. (2014), Corporate Governance: Principles, Policies and Practices (6th ed.), New Delhi: Pearson Education.

15MS3061 INTERNATIONAL BUSINESS ENVIRONMENT

Credits: 3:0:0

Course Objectives:

This course aims to:

- provide a conceptual understanding about the international business environment
- make the learners keep abreast with the changing environment of International Business
- find the ways and means of entering into the offshore market.

Course Outcomes:

After completing this course, the student should be able to:

- identify their marketing environment,
- analyse the economic, technological, and cultural environment; and
- scan the environments and apply the business strategies accordingly

Course Description:

International business environment, environmental analysis, globalization, micro and macro environment, global supply and demand, infrastructural requirements, Corporate Social Responsibility, Foreign Direct Investment and its regulations, technology transfers, natural environment and its components, political environment, cross border mergers and acquisitions.

Reference Books:

1. Philip Cateora, International Marketing, Tata McGraw-Hill, New Delhi, 2008.
2. Francis Cherunilam, Business Environment, Himalaya Publishing House, Mumbai, 2007.
3. Keith Davis and Robert Blomstrom, Robert L., Business and Society: Environment and Responsibility, 1995
4. Ghosh, P.K. and Kapoor, G.K., Business Policy and Environment, Sultan Chand and Sons, New Delhi, 1992.

15MS3062 INTERNATIONAL LOGISTICS MANAGEMENT

Credits: 3:0:0

Course Objectives:

This course aims to:

- Provide the basic understanding of the logistics operations in international business
- have a clear understanding about the various parties involved in logistics activity
- understand the infrastructural support of logistics industry

Course Outcomes:

After completing this course, the student should be able to:

- comprehend to the world of logistics
- identify their careers in this expanding industry.
- Analyse the problems faced by the logistics firms and offer solutions for the same.

Course Description: Logistics flow, logistics costs, international trade logistics chain, objectives of logistics management, 7Rs of logistics management, logistics management in Export business, INCOTERMS, seaborne trade operations and shipping management, packing and containerization, warehousing management, role of intermediaries in international logistics management, Air transportation, and IATA.

References:

1. Dr. Sudalaimuthu and S. Anthony Raj, Logistics for International Business: Text and cases, PrenticeHall India, New Delhi, 2009
2. Bowersox, Donal J. and David Closs, Logistical Management, 5th ed., McGraw-Hill
3. Vinod V. Sople, Logistics Management – The supply chain imperative, Pearson Education, New Delhi, 2009.
4. Maritime India: Port and Shipping 1995, Munshiram, Manoharlal Publishers, 1995.

15MS3063 INTERNATIONAL TRADE PROCEDURES

Credits: 3:0:0

Course Objectives:

This course aims to:

- present with an insight of acquainting the student with the procedures and documents used in international business
- provide in-depth knowledge of India's Foreign Trade Policy
- provide the learners to know the intricacies of the international trade,

Course Outcomes:

After completing this course, the student should be able to:

- understand the procedures to be adopted in international trade
- adhere to the Indian FTP
- act upon the legal systems to enhance the ethical way of doing international trade

Course Description: Similarities and difference between international and domestic trade, gains from international trade, international trade formalities, documentation framework, pricing and pay terms involved in international business, India's foreign trade policy framework, multilateral trading system, Theories related to International trade, Comparative cost, Balance of Payment, correction of BoP disequilibrium, export finance (Preshipment and post shipment), customs clearance of export cargo, and excise formalities. .

Reference Books:

1. Export Manual, What, where and How: Nabhi's Publications, New Delhi, 2012.
2. Paras Ram, Export: What, where and How, Anupam Publishers, Delhi, 2010.
3. Government of India, Handbook of Import-Export Procedures, 2014
4. Foreign Trade Policy (2009-2014) Published by DGFT. (Latest Edition).

15MS3064 FOREIGN EXCHANGE MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Equip the students with the Foreign Exchange management concepts
- Make the learners to be familiar with the recent developments in the FOREX market.
- bring in the risks involved in foreign exchange dealings

Course Outcomes:

After completing this course, the student should be able to:

- Foresee and understand the risks involved in the foreign exchange transactions.
- Expose the various methods to avoid the foreign exchange risks.
- Equip with quality decisions in foreign exchange dealings

Course Description: Administration of Foreign exchange, foreign exchange transactions, purchase and sales transactions, authorized dealers, foreign currency accounts, multinational banking, FEDAI regulations, role of RBI, forex markets, transactions in interbank markets, spot and forward exchange rates, merchant transactions, interest rate risk, exchange risk, transaction exposure, translation exposure, economic exposure, swap deals, FERA and FEMA implications.

Reference Books:

1. Nidhi Jain, Foreign Exchange and Risk Management, New Century Publications, (2007)
2. C. Jeevanandam, Foreign Exchange and Risk Management, Sultan Chand and Sons, (2006).
3. Foreign Exchange Management (FEMA) Manual – Taxmann Publications (2010)
4. Bharadwaj: Hand Book of Foreign Exchange, Wheeler Publishing (2006)

15MS3065 INTERNATIONAL STRATEGIC MANAGEMENT

Credits: 3:0:0

Course Objectives:

This course aims to:

- familiarize the learners with the concepts, tools and techniques of international strategic management
- enable them to develop analytical and conceptual skills;
- Showcase the ability to look at the totality of situations.

Course Outcomes:

After completing this course, the student should be able to:

- know the concepts, tools and techniques of strategic management in the international arena.
- develop analytical and conceptual skills in different situations.
- influence the superiors with their strategic skills

Course Description: Concepts, Characteristics and Dimensions of Strategic Management, Logic and process of Internationalization, Corporate global strategy, Nature, components and significance of environmental scanning, Diagnosing industry globalization potential, External and internal forces interacting with corporate objectives, Identifying strategic alternatives, Stability strategy, Growth and diversification strategy, Merger, acquisitions and retrenchment, Setting corporate objectives in MNC's, Formulating generic competitive strategy, Implementing corporate strategy, Strategic control and operational control.

Text Books

1. Azhar Kazmi, Business Policy, Tata McGraw-Hill Publishing Co Ltd, New Delhi,
2. Srivastava, Management Policy and Strategic Management, Himalaya Publishing Co.
3. Porter.M, Competitive Strategy Techniques for Analyzing Industries and competitors, The Free Press, New York.
4. Thompson and Strickland, Strategic Management – Concepts and Cases, Tata McGraw Hill, New Delhi

15MS3066 INTERNATIONAL TRADE RELATIONS

Credits: 3:0:0

Course Objectives:

This course aims to:

- offer an in-depth knowledge about various regional trading blocs
- provide the impact of the trading blocs in international business
- Proffer the idea about the international relations in trade

Course Outcomes:

After completing this course, the student should be able to:

- analyze the impact of business in lien with the trading blocks.
- identify, decide and locate their business in the suitable environment.
- identify the core country to have a better trade

Course Description:

Theories of International Relations, Classical realism, Geo politics, economic diplomacy, US trade policy, India's relations with other countries, economic statecraft, regional groupings, theories of customs union, regionalism and multilateralism, liberalisation and the need for safeguard mechanisms, major customs unions and regional unions and international economic institutions.

Reference Books:

1. Jeffrey A. Frankel, Regional Trading Blocs in the world of economic system, 2005.
2. Ravi Kumar Jain, D. Satish, Trading blocs – Reflections, ICFAI Press, 2008.
3. Palmer Perkins, International Relations (3e), CBS Publishers, 2001.
4. Krishnaveni Muththia, International Relations, Himalaya Publishing House, 2002.
5. Justin Paul, International Business, PHI Learning Private Limited. (Latest Edition)

15MS3067 INTERNATIONAL ECONOMICS

Credits: 3:0:0

Course Objectives:

This course aims to:

- present an insight of the international economics concepts
- provide a basic understanding of the underlying theories of international economics
- improvise the understanding of national economy on par with the global economy

Course Outcomes:

After completing this course, the student should be able to:

- Analyse the foreign market and their economic situations
- evaluate the various modes of international investments
- demonstrate the international opportunities by analyzing the global economy

Course Description: Economic theories related to International business, theories of foreign direct investment, trade and investment policies, protectionist bias, instruments and consequences of protection and control of trade and investment, trade liberalisation, WTO, territorial attractiveness and MNCs strategies, role of European, American, Middle East and Pacific economic situations and impact of Globalisation in the Indian economy.

Reference Books:

1. Francis Cherunilam (2008), International Economics (5th Edition), Mc Graw Hill Education (India) Pvt Ltd.
2. Bhagwati J. (2002), Free trade today, Princeton University Press.
3. Casson M. (2000), Economics of international business: a new research agenda, E. Elgar.
4. Krugman P., Obsfeldt M (1991), International economics: theory and policy, second edition, New York, Harper Collins.

15MS3068 GLOBAL MARKETING MANAGEMENT AND RESEARCH

Credits: 3:0:0

Course Objectives:

This course aims to:

- present an insight of the international marketing concepts
- provide a conceptual understanding about the concepts of research across the globe.
- make the learners to know how international market research can be conducted

Course Outcomes:

After completing this course, the student should be able to:

- conduct research in the foreign market, which is vital for the international businessmen
- decide the course of activity based on research
- Apply their knowledge in analyzing the situations and suggest the outcome.

Course Description:

Globalisation of markets, Global marketing environment, International marketing research, international marketing mix, international PLC, problem definition, research design, types of research, online and other secondary sources, observational and tracking methods, qualitative research methods, Questionnaire, attitude measurement, scaling techniques, sample design, positioning the product, systematic product development (Conjoint analysis) and market research report.

Reference Books:

1. Marcus Schmidt and Svend Hollensen (2007), Marketing Research: An International Approach, New Delhi: Pearson Limited.
2. Philip Cateora, International Marketing, Tata McGraw-Hill, New Delhi, 2010.
3. Douglas Susan P. and Graig C. Samuel, International Marketing Research, Prentice Hall, NJ, 2005.
4. Churchill Gilbert A., Basic Marketing Research, Dryden Press, Chicago, 2008

15MS3069 INTERNATIONAL BUSINESS LAW

Credits: 3:0:0

Course Objectives:

This course aims to:

- Develop an understanding of the different laws, legal rules and regulations through which foreign trade is governed.
- Provide a review and analysis of the international trade and business environment and apply this knowledge to practical aspects of doing business in international markets
- Students will also learn the role of international organizations in the process of regulating international business, as well as international treaties, conventions and agreements.

Course Outcomes:

After completing this course, the student should be able to:

- Identify current trends in international trade and foreign investment.
- Explain the concepts of export and import practices and procedures.
- Develop a strategic framework for analyzing international business decisions

Course Description:

Legal Environment of International Business , Sources of International Law, Regulations of export and import act like The Foreign Trade (Development And Regulation), Conciliation and Arbitration, Law relating to International Contract, Agency agreements, Credit, Carriage and Insurance, Technology Transfer, Joint ventures, Consultations, Foreign Investment laws, Electronic Commerce, Patents and Trade Marks, Environmental Agreements, Unfair trading practices, Litigation- Jurisdiction and applicable Law, Process and Procedure, Alternative Dispute Resolution for settlement of Disputes.

References:

1. Myneni S.R(2014) International Trade Law (International Business Law (3rd ed), Paper Back Jain Book Agency 2014 ISBN : 9789380231068
2. Kwatra G.K (Executive Director, the Indian Council of Arbitration) (2008) Arbitration and Contract Law of SAARC Countries - with Case Law on UNCITRAL Model Law Hard Back Jain Book Agency, ISBN : 9788175346482
3. Bhardwaj H.H (2014) Arbitration & ADR (Universal Law Series) (4th ed), Paper Back Jain Book Agency ISBN : 9789350355060
4. The Institute of Company Secretaries of India (ICSI) (2014) World Trade Organisation, International Trade, Joint Ventures & Foreign Collaborations (2nd ed), Paper Back Jain Book Agency
5. Daniels J.D Lee, Radebaugh H; Daniel P. Suilvan, "International Business Environments and Operations"10ed, Pearson Prentice Hall, (ISBN 0-13-121 726-7).
6. Bare Acts of relevant Act.

15MS3070 FOREIGN TRADE POLICY

Credits: 3:0:0

Course Objectives:

This course aims to:

- recall the importance of Foreign Trade for the development of a nation.
- describe the commercial policy instruments, and
- to offer ideas about doing foreign trade with all procedural inputs

Course Outcomes:

After completing this course, the student should be able to:

- display the skills in Foreign Trade policy.
- demonstrate the ability in dealing procedural hiccups in global advertisement; and
- to show the effectiveness in documentation works in line with the procedural aspects of FTP.

Course Description:

Importance of foreign trade, need for policy framework, historic perspective of Foreign Trade policy, Glimpse of India's Foreign Trade Policy 2009-2014, need for commercial policy instruments, India's exports and imports, customs tariff policy, Special Economic Zones (SEZ), Foreign Debt and Aid, Foreign Direct Investment, Foreign Portfolio Investment, India's Regional Trade Agreements (RTA's).

Reference Books:

- 1 Vibha Mathur (2012), Foreign Trade, Export-Import Policy and Regional Trade Agreement of India, New Delhi: New Century Publications
- 2 Francis Cherunilam (2013), International Trade and Export Management (18th Edn), Mumbai: Himalayas Publishing House.
- 3 Justin Paul and Rajiv Aserkar (2013), Export Import Management (2nd Edition), Oxford Press.
- 4 Foreign Trade Policy (FTP), August 27, 2009 to March 31, 2014

15MS3071 GLOBAL ADVERTISING AND PROMOTIONAL MANAGEMENT

Credits: 3:0:0

Course Objectives:

This course aims to:

- Understand the various classifications of advertising.
- Know the functions of advertising and the economic and social effects of advertising.
- create global mindset in terms of promotional management

Course Outcomes:

After completing this course, the student should be able to:

- Promote a product or service after successful completion of this course.
- demonstrate the skill in global advertisement; and
- exhibit their efficiency in international promotional campaign

Course Description:

Global advertising, DAGMAR in international advertising, economic effects of advertising, ethics in global advertising, social effects of global advertising, culture and global advertising, woman in global advertising, advertising design and copy, advertisement appeals, advertisement layout, international sales promotion and techniques.

Reference Books:

- 1 Mirjana Milenkovic (2009), Global Advertising in a Cultural context, Diplomica verlag Gmbh Publishing
- 2 Editors: Mary Alice Shaver and Soontae AN (2014), The Global Advertising Regulation Handbook, M.E. Sharpe Publishing.
- 3 Belch & Belch (2006), Advertising & Promotion, Tata McGraw Hill.
- 4 Shimp (2007), Advertising and Promotion: An IMC Approach, Cengage Learning.
- 5 O' Guinn (2006), Advertising and Integrated Brand Promotion, Cengage Learning.

15MS3072 MANAGEMENT OF MULTINATIONAL COMPANIES

Credits: 3:0:0

Course Objectives:

This course aims to:

- Understand and appreciate the need of multinational companies
- know the process of expansion by international companies, and
- Understand how Indian companies can internationalize their operation

Course Outcomes:

After completing this course, the student should be able to:

- display the intricacies of doing international business.
- demonstrate the take off strategies of internationalization; and
- bridge the gap between domestic and internationalization strategies

Course Description: Global business strategies, cross-cultural differences, managing the global workforce, managing competencies, managing attitudes and behaviours, evolution of Multinational Corporation, trends affecting the corporate world, process of overseas expansion, Diamond model (Competitive Advantage of Nations), various levels of strategy formulation, location of production, international services, legal, political and ethical issues of MNCs.

Reference Books:

1. Paula Caliguiri, David Lepak and Jaime Bonache (2010), Managing the Global workforce (11st Edn), Wiley-Black well publishers
2. Manab Adhikary (2010), Global Business Management, New Delhi: Mac Millan India Limited
3. John B Cullen and K Praveen Parboteeah (2009), International Business: Strategy and the Multinational Company (1st Edn), Routledge Publishers.
4. Alfred D Chandler Jr and Bruce Mazlish (2005), Leviathans: Multinational Corporations and the new Global History, Cambridge University Press

15MS3073 INTERNATIONAL HUMAN RESOURCES PRACTICES

Credits: 3:0:0

Course Objectives:

This course aims to:

- provide insights on the practical implications of operating across national borders in the pursuit of core strategic competencies.
- understand the management of global organizational values and culture, and the competition for talent
- know the multi cultural organisational roles

Course Outcomes:

After completing this course, the student should be able to:

- Practically understand the management of human resources in the international arena.
- appreciate the values and culture globally to face the tough global competition.
- display the international way of handling Human Resources

Course Description:

Growth of internationalization of world business, strategic orientation and means of globalization, creating a strategy oriented IHRM system, changing dynamics of union management, relevance and returns of labour laws, grievance handling, management of personal growth in the line of organizational growth, employee empowerment, and cultural factors in global HR practices, HR policies and managing MNCs.

Readings:

1. Peter J. Dowling & Denise E. Welch (2009), International Human Resource Management, New Delhi: Cengage Learning
2. Aswathappa K; Sadhna Dash(2009), International Human Resource Management; Tata McGrawHill, New Delhi
3. Bhatia S.K. (2005), International Human Resource Management: A Global Perspective: Practices and Strategies for Competitive Success, New Delhi: Deep and Deep Book Publishers
4. Dessler, G. (2005), Human Resource Management (10th Edn.), Prentice Hall India Pvt Limited

15MS3074 INTERNATIONAL PROJECT MANAGEMENT

Credits: 3:0:0

Course Objectives:

This course aims to:

- provide the students with the understanding of project planning and scheduling
- help the learners to understand the impact of project team handling the projects
- offer knowledge about the risks involved in implementing the project

Course Outcomes:

After completing this course, the student should be able to:

- emanate the skills of a project manager
- show the effective usage of tools and techniques to handle projects
- demonstrate the skill in evaluating and controlling the pace of projects

Course Description:

Project characteristics, project management, skills of a project manager, role of project manager, understanding the organisational structures, project life cycle, project integration management, project scope management, project time management, project scheduling, project cost management, project quality management, project Human resource management, project communication management, project risk management, project procurement management, project stakeholder management, feasibility studies, tools and techniques, project planning resources, developing project team, procurements and sharing information, measuring and controlling project performance, and controlling work results.

Reference Books:

1. Heldman K (2013), PMP-Project Management Performance Exam Study Guide (7th Edition), New Delhi: Wiley India Pvt Limited
2. Prasanna Chandra (2009), Projects: Planning, Analysis, Selection, Financing, Implementation and Review (7th Edition), Tata Mcgraw Hill Education Pvt Ltd
3. Harvard Business Review (January 2014), Managing Projects, Harvard Business Publishing.
4. Harold Kerzner (2013), Project Management: A systems approach to planning, scheduling and controlling (10th Edition), New Delhi: Wiley India Pvt Ltd

15MS3075 TRANSPORTATION MANAGEMENT

Credits: 3:0:0

Course Objectives:

This course aims to:

- familiarize the participants with the management of ports
- enable them to deal with the desperate activities associated with ports all over the world.
- orient the students to effort the procedural needs and intricacies in it

Course Outcomes:

After completing this course, the student should be able to:

- understand the activities and process followed in the port.
- understand the laws and practices adopted in the ports.
- demonstrate the documenting and procedural skills adhered in all types of ports

Course Description:

Physical and economical merits and demerits of various modes of Transportation, Location Characteristics, Organization structure in Ports, Interface of Rail & Road infrastructure, ICDs, Factors affecting the future ports & terminals, Port Operations, Managing Port Operations, Cargo handling equipment, intermodal connections, Port services, Concept of Hinterland, Identifying Customer Needs handling competition & adding value, IT infrastructure in ports and terminals, Port Development and privatisation areas of ports, Cabotage law & practices affecting coastal movement of cargo, development of minor ports, Environmental issues connected with Ports & Terminals, Air Cargo, IATA areas & Countries, different types of aircraft, Air freight Exports and Imports, Special Cargoes, Consolidation Documentation, Air Way Bill (AWB).

Reference Books:

1. H. Ligteringen and H. Velsink (2012), Ports and Terminals, VSSD Publishers
2. Dong-Wook Song and Photis Panayides (2012), Maritime Logistics: A complete guide to effective shipping and port management (Kindle Edition), Kogan Page Publishing,
3. Patrick Alderton (2008), Port Management and Operations(3rdEdn), Informa Law from Routledge (Kindle Edition)
4. Pradeepta Kumar Samanta & Ashok Kumar Mohanty (2005), Port Infrastructure & Economic Development, Gyan Publications
5. UNCTAD (2010), Port Development : A Handbook for Planners in developing countries
6. Sudalaimuthu and Anthony Raj (2015), Logistics Management for International Business: Text and Cases (1e), New Delhi: PHI Learning Pvt Limited.

15MS3076 LOGISTICS CONCEPTS AND PLANNING

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide an understanding of the basic concepts in logistics management;
- give an insight about the logistics market; and
- Provide an overview of the Logistics System.

Course Outcomes:

After completing this course, the student should be able to:

- Apply the fundamentals of logistics management for the efficiency in performance.
- Demonstrate the skills in logistics functional strategies.
- Evolve a suitable decision making functions in logistics related issues.

Course Description:

Concepts of Logistics - Integrated logistics: Logistics evolution, logistics operations integration, Supply Chain relationships, logistics system design - Logistics positioning, integration theory, transportation design, Logistics strategy - Logistics planning triangle, logistics functional strategies and applications, purchasing decisions, storage decisions, inventory decisions and location decisions, logistics planning and design, .

Reference Books:

1. Douglas M. Lambert, James R Stock and Lisa M. Ellram (1998), Fundamentals of Logistics, International Edition: Irwin McGrawHill.
2. V.V. Sople (2012), Logistics Management, New Delhi: Pearson Limited.
3. Lemay Stephen, Bloomberg, David J Hanna Joe (2002), Logistics, New Delhi: Prentice Hall.
4. Singh P Rakesh Ailawadi, Satish C (2012), Logistics Management (2nd ed.), New Delhi: Prentice Hall India.

15MS3077 WAREHOUSE AND DISTRIBUTION FACILITIESMANAGEMENT

Credits: 3:0:0

Course Objectives:

This course aims to:

- Provide an understanding of the basic concepts pertaining to warehousing operations;
- give an insight about the procedural set-up of warehousing; and
- Offer an overview of managing warehouse efficiency.

Course Outcomes:

After completing this course, the student should be able to:

- Address the issues related to warehousing.
- Display the skills of unitization, and
- show the efficiency in distribution facilities management.

Course Description:

Issues, Equipment, Processes Warehouse rationale and material flow, warehouse operations, systems, Layout, Managing Warehouse Efficiency - Order Picking, Measuring warehouse efficiency, warehouse workforce design and development, Unitization, Shipping and Packaging - Unitizing, packaging, Packaging for transportation, Distribution Facilities Management Materials Handling System design, Material handling technologies, site selection.

Reference Books:

1. S. A. Jiffry (2012), Effective Warehouse Management – Lamber Academic Publishing.
2. Emmet. (2005), Excellence in Warehouse Management (1st ed.), John Wiley & Sons (Asia) Pte Limited.
3. Peter Baker, Alan Rushton, Phil Croucher. (2014), The handbook of Logistics and Distribution Management (5th ed.), Kogan Page.
4. Keller B (2013), Specifications of the definitive guide to warehousing: Managing the store and handling of materials and products in the Supply Chain, New Delhi: Pearson Education (Singapore) PTE. Ltd.,

15MS3078 FREIGHT TRANSPORT MANAGEMENT

Credits: 3:0:0

Course Objectives:

This course aims to:

- Provide a basic understanding about freight management;
- give an broader view on the fundamentals of transportation component in Logistics management; and
- Give an overview of the regulatory framework of transportation.

Course Outcomes:

After completing this course, the student should be able to:

- Apply the essentials of freight management in cost efficiency.
- show the skills in the documentation process of transportation, and
- help the management in the decision-making process to manage their cargo movement.

Course Description:

Transport fundamentals - Transport systems, choices, characteristics, types of services, freight costing and pricing, Documentation, Regulation and Policy - Documentation, Transportation regulation and public policy, transportation policy, associations, Transport decisions - Transport service selection, Vehicle routing and scheduling.

Reference Books:

1. Michel Savy, June Burnham (2011), Freight Transport and the Modern Economy, Routledge Chapman and Hall
2. David Lowe (2005), Intermodal Freight Transport, Elsevier Butterworth Heinemann
3. Nagabhushana Rao S (2004), Transportation Management, New Delhi: Nidhi Book Centre.
4. Kunaka Carruthers (2014), Trade and Transport corridor management, World Bank Publications.

15MS3079 INTERNATIONAL LOGISTICS

Credits: 3:0:0

Course Objectives:

This course aims to:

- explore the crux of international logistics;
- showcase the nitty-gritty of modes of international transportation; and
- Present the various risks involved in all modes of transportation.

Course Outcomes: After completing this course, the student should be able to:

- define the basic inputs of international logistics.
- portray the feasibility of decisions in relation to the selection of modes of transportation, and
- tackle the issues related to fixing the precise INCOTERMS for the consignment.

Course Description:

Definition, concept and importance - Meaning and significance of International Transportation, Modes of International transportation, Freight costing and pricing, Ocean and Air mode of transportation - Features, Types and terminology, Freight, parties and Perils associated with sea mode, Unit Load Device concept, Air cargo tariff structure, Air freight consolidation, IATA, TIACA, Concept of Land Mode, Intermodalism - Road, Rail, pipeline, Containerisation, Procedural and Documentation - EXIM procedure, INCOTERMS 2010, Packing and labeling for exports.

Reference Books:

1. S.Sudalaimuthu and S. Anthony Raj (2015), Logistics Management for International Business: Text and Cases (2nd Revised Ed), New Delhi: Prentice Hall India Limited.
2. Pierre A. David and Richard D Stewart (2010), International Logistics: Management of International Operations (3rd Edition), Cengage Learning Custom Publishing.
3. Branch A E (2008), Global Supply Chain Management and International Logistics (1st Edition), New Delhi: ANE Books
4. Faustino Taderera (2010), Principles and Practice of International Logistics: Supply Chain, Shipping, Warehousing, LAP-Lambert Academic Publishing.

15MS3080 CONTRACT AND REVERSE LOGISTICS

Credits: 3:0:0

Course Objectives:

This course aims to:

- Provide an understanding of the basic concepts in contract logistics;
- offer a broader view of reverse logistics; and
- Cultivate the importance of delivering logistics services.

Course Outcomes:

After completing this course, the student should be able to:

- Emanate the skills of fixing the contract logistics for their organisation.
- Leverage the concept of outsourcing the logistics activities, and
- Enhance the possibilities of addressing delivery related issues.

Course Description:

Contract Logistics - Third Party Logistics, Formulating and selecting contract logistics provider, implementing outsourcing strategy, Introduction to reverse logistics - Closed loop supply chains and reverse logistics, business and market review, Emerging trends in Reverse Logistics - Systems and technology, managing processes, Delivering Logistics Services - Project/Operations planning, Managing service quality and performance.

Reference Books:

1. Zhang Changsen (2005), Third Party Logistics Management, Logus Verlag Berlin.
2. Janina Bohling (2013), Outsourcing and Third Party Logistics, Grin Verlag Publishers.
3. Jerry Davis and Curtis Greve (2012), An Executive guide to Reverse Logistics: How to find hidden profits by managing returns, Greve Davis Publishing
4. Van Wassenhove Wassenhove Inderfurth Fleischmann Dekker (2010), Reverse Logistics, Springer Publications

15MS3081 SUPPLY CHAIN CONCEPTS AND PLANNING

Credits: 3:0:0

Course Objectives:

This course aims to:

- Provide an understanding of the fundamental concepts in Supply Chain;
- provide a platform to evolve a successful supply chain performance; and
- offer the ways of forecasting to enhance Supply Chain planning.

Course Outcomes:

After completing this course, the student should be able to:

- Apply the basics of logistics management for the efficiency in performance.
- Demonstrate the skills in managing material flow in the organisation.
- Display the exploring global logistics market.

Course Description:

Concepts of Supply Chain - Service and manufacturing supply chain dynamics, Integrated Supply Chain design, Supply Chain strategies, Supply Chain Performance Drivers and Forecasting - Logistics drivers, cross functional drivers, Collaborative Planning , Forecasting and replenishment (CPFR), Sales and Operations Planning - Introduction to Sales and Operations planning, Resource planning, scheduling.

Reference Books:

1. Ling Li and Ling Li (2007), Supply Chain management: Techniques and practices – Enhancing the value through Collaboration, World Scientific Publishing company.
2. Robert Monczka, Robert Trent and Robert Handfield (2007), Purchasing and Supply Chain Management, International Edition: South-Western Publishing, Thomson Learning Inc.
3. Rahul V Altekhar (2009), Supply Chain Management: Concepts and cases (1st Edition), New Delhi: Prentice Hall India Pvt Ltd.,
4. Christoph Kilger and Hartmut Stadler (2007), Supply Chain Management and Advanced Planning: Concepts, Models, Software, and Case studies (4th Edition), Springer-Verlag Publishing.

15MS3082 MATERIALS AND INVENTORY MANAGEMENT

Credits: 3:0:0

Course Objectives:

This course aims to:

- Provide an understanding of the basic concepts in Materials and inventory management;
- give an insight about the cost aspects of Inventorying; and
- Provide an overview of the inventory control system.

Course Outcomes:

After completing this course, the student should be able to:

- Relate the basics of material flow in the organisation;
- Exhibit the skills in managing Inventory system; and
- Display the expertise in evolving successful Inventory management methods.

Course Description:

Materials Management - Materials classification, storage, handling and inventory - ,Inventory Planning - Inventory functionality and principles, inventory types and characteristics, costs relevant for inventory decision making, planning the inventory resource, accommodating uncertainty, Inventory Management - Policies, Processes, strategic development process, methods for improved inventory management, selective inventory control system, tools for inventory control.

Reference Books:

1. Richard J. Tersine (1993), Principles of Inventory and Materials Management (4th Edition), Pearson Limited
2. Gopalakrishnan (2009), Materials Management (1st Edition), New Delhi: PHI Learning Pvt Ltd.,
3. A.K. Datta (2009), Materials Management: Procedures, Text and cases (2nd Edition), New Delhi: PHI Learning Pvt Ltd.,
4. John W. Toomey (2000), Inventory Management: Principles, concepts and Techniques (Materials Management Logistics series), London: Springer – Verlag GmbH.

15MS3083 PURCHASING AND STRATEGIC SOURCING

Credits: 3:0:0

Course Objectives:

This course aims to:

- offer a broader outlook on purchasing function;
- figure out the possibilities of strategic outsourcing through conceptual analysis; and
- Provide an overview of the Strategic outsourcing quality.

Course Outcomes:

After completing this course, the student should be able to:

- Look into the purchasing operations and its structure;
- Analyse the possibilities of effective strategic outsourcing analysis; and
- Evaluate the quality of strategic outsourcing and its process.

Course Description: Purchasing operations and structure - Purchasing and supply processes, purchasing policy and procedures, Supply Management integration for competitive advantage, purchasing and supply organisations, Strategic Outsourcing Analysis - Supply management and commodity strategy development, supplier evaluation and selection, Tools and techniques of purchasing analysis, Strategic Outsourcing Quality - Supplier quality management, supplier management and development, Strategic Outsourcing Process - Strategic Cost management, Negotiation, contract management.

Reference Books:

1. Gopalakrishnan P (2001), Purchasing and Materials Management (1st Edition), New Delhi: McGrawHill Education (India) Pvt Ltd
2. Sarika Kulkarni (2011), Purchasing and Inventory Management (1st Edition), Shroff Publications.
3. Mohsen Shirani (2012), Strategic Outsourcing, LAP-Lambert Academic Publishing.
4. Folinas (2012), Outsourcing Management for Supply chain Operations and logistics services, Information Science Reference.

15MS3084 MARKETING CHANNEL DESIGN AND DISTRIBUTION PLANNING

Credits: 3:0:0

Course Objectives:

This course aims to:

- Cover the wider spectrum about the marketing channel design and distribution planning;
- Offer the various distribution strategies; and
- Provides knowledge on the effective management of pricing and revenue.

Course Outcomes:

After completing this course, the student should be able to:

- Contribute in the distribution strategies of his/her firm.
- Add nitty-gritty ideas into the effective managing of their distribution functions; and
- Showcase the efficiency in Pricing and revenue management in Supply Chain.

Course Description:

Marketing Strategies and Physical Distribution, Distribution strategies - Direct shipment, intermediate inventory storage points, transshipment, Retailer-supplier partnerships, Distribution resource planning and implementing, Pricing and revenue management in Supply Chain - Multiple customer segments, Perishable assets, seasonable demand, Bulk and spot customers.

Reference Books:

1. Ross (2004), Distribution Planning and Control (2nd Edition), Spiringer Publications
2. Liwen Chen (2011), Issues in Operations Management and Marketing interface research: Competition, product line design and channel coordination, Proquest, UMI Dissertation Publishing.
3. Pingali Venugopal (2001), Marketing Channel Management: A customer – centre Approach (1st Edition), SAGE Publications India Pvt Ltd.
4. Donald Waters (1999), Global Logistics and Distribution Planning and Strategies for Management (Revised Edition), CRC Press.

15MS3085 LOGISTICS AND SUPPLY CHAIN PERFORMANCE MANAGEMENT

Credits: 3:0:0

Course Objectives:

This course aims to:

- Proffer a thoughtfulness of logistics performance management;
- Portray the principles and strategies of SCM and Logistics Operations; and
- Provide basic understanding about the Performance frameworks.

Course Outcomes:

After completing this course, the student should be able to:

- Apply the fundamental principles of logistics ensuring the performance;
- match the expectations and actual of logistics' performance; and
- Explore new models and ideas to increase the Supply chain performance.

Course Description:

Strategies, Planning and Performance - Principles and strategies of Logistics and SCM, Logistics and Supply Chain Operations Planning, Approaches to develop metrics, Measurement and Control Systems - Logistical and supply chain measurement, measurement in integration context, Supply chain control, Understanding Performance Frameworks - Mapping for SCM, Lean thinking and SCM, Supply chain performance measurement.

Reference Books:

1. Mark K Johnson (2012), Assessment of the logistics readiness Squadron's Performance Indicators, Bibloscholar Publishing
2. Valerie Botta-Genoulaz, Claude Pellegrin, Jean-Pierre Campagne and Daniel Llerena (2013), Supply Chain Performance (Collaboration, Alignment and Coordination), Wiley (e-book)
3. Seitz Michael (2007), Supply Chain Performance, collaboration and Stability measurement: Development of a model for the automotive industry, Published by: Vdm Verlag Dr. Meuller E.K
4. Logistics and Supply Chain Performance Management – CII Handbook.

15MS3086 DECISION MODELING IN LOGISTICS AND SCM

Credits: 3:0:0

Course Objectives:

This course aims to:

- Provide the quantitative measures of logistics management;
- give an insight about areas of cost optimization; and
- Ponder and practice the ways and means of effective managerial decision making using various analytic tools.

Course Outcomes:

After completing this course, the student should be able to:

- Apply the theories and conceptual models for optimizing the cost.
- Emanate effective decision-making by analyzing with proper measures.
- Display the skill of approaching the key issues using analytics.

Course Description:

Transportation Mix, Factors influencing effective selection system, transportation costs, method of selection, IT and SCM, data mining and SCM, QT for managerial decision making, LPP, transportation and assignment problem, international control, Simulation, forecasting, Supply Chain Reengineering, and cost & performance measurement in SCM.

Reference Books:

1. Anurag Saxena and Lt.Col. Kaaushik Sircar (2007), Logistics and Supply Chain Management: Text and Cases, New Delhi: Jaico Publishing House.
2. Nagrah Balakrishnan, Barry Render and Ralph M Stair (2014), Managerial Decision Modeling with Spreadsheet (3rd Edition), Pearson Education.
3. R.B Khanna (2012), Quantitative Techniques for managerial decisions (2nd Edition), PHI Learning Pvt Ltd.
4. David Levine, Timothy, Mark Barry Render, Ralph M. Stair and Michael E Hanna (2012), Quantitative Techniques for Management, Pearson India Limited

15MS3087 RETAIL SUPPLYCHAIN MANAGEMENT

Credits: 3:0:0

Course Objectives:

This course aims to:

- Afford a basic understanding of the basic concepts retail supply chain;
- give an idea about the key drivers of retail supply chain; and
- Provide the various retail supply chain metrics and product tracking.

Course Outcomes:

After completing this course, the student should be able to:

- Apply and adhere to the basics to be followed in retail supply chain.
- display the skills in handling the improvement cycles of retail supply chain; and
- Workout the retail supply chain costs for effective decision making on inventories.

Course Description:

Defining retail supply chain, types retail supply chain businesses, drivers retail supply chain change, retail supply chain metrics, continuous improvement cycles of retail SCM, product tracking along retail supply chains, retail supply chain costs, and retail return loops.

Reference Books:

1. James B Ayers, and Mary Ann Odegaard (2008), Retail Supply Chain Management, New Delhi: Auerbach Publications.
2. Sanjay Thakur (2012), Retail Store and Supply Chain Management, New Delhi: Oxford Book Company
3. Hugos Thomas (2005), Supply Chain Management in the Retail Industry, John Wiley & Sons Publishing.
4. Rajesh Raj (2013), Supply Chain Management for Retailing, Tata McGrawHill Publishing. e-book version.

15MS3088 GLOBAL SUPPLY CHAIN COMPETITIVENESS

Credits: 3:0:0

Course Objectives:

This course aims to:

- Provide an understanding of the basic concepts global supply chain;
- give an insight about the global supply chain market; and
- Provide an overview of the service supply chain.

Course Outcomes:

After completing this course, the student should be able to:

- Apply the basics of SC in sustaining the global competition.
- demonstrate the importance and relevance of customer-supplier relationship across the globe; and
- Display the services rendered through IT enabled SCM.

Course Description:

Strategic issues in Supply Chain Management, Customer-Supplier relationship, logistics and material management, Distribution channel design, reengineering IT enabled Supply Chain Management, Service Supply Chain.

Reference Books:

1. Sahay B.S (2008), Supply Chain Management for Global competitiveness, New Delhi: Mac Millan India Limited.
2. Thomas J. Goldsby, John E. Bell, and Chad W. Autry (2012), Global macro trends and their impact on supply chain management: Strategies for Gaining competitive advantage, Pearson Financial Times
3. Bekele Reta (2012), Supply Chain Management and competitiveness, LAP Lambert Academic Publishing
4. Goyal D.P(2008), Supply Chain Management for competitiveness, Macmillan India Limited

15MS3089 LOGISTICS ENGINEERING AND MANAGEMENT

Credits: 3:0:0

Course Objectives:

This course aims to:

- Provide an understanding of the fundamentals of logistics engineering;
- give an insight about the system engineering process; and
- Provide an overview of the different phases of logistics engineering and management.

Course Outcomes:

After completing this course, the student should be able to:

- Apply the basics requirements of logistics engineering.
- demonstrate the relevance of logistics in production; and
- Showcase the significance of logistics in the support system.

Course Description:

Logistics engineering, need for logistics engineering, measure of logistics, system engineering process, supportability analysis, logistics in the design and development phase, logistics in the production and construction phase, and logistics in the utilisation and support phase.

Reference Books:

1. Benjamin S Blanchard (2007), Logistics Engineering and Management (5th Edition), Pearson Education (Singapore) Pte Limited.
2. Benjamin S Blanchard (2008), Logistics Engineering and Management (6th Edition), PHI Learning Pvt Limited
3. Richard S, Logistics Engineering and Management (5th Edition), Pearson Higher Education.
4. Taylor (2008), Introduction to Logistics Engineering (10th Edition), Taylor & Francis Group.

15MS3090SUPPLY CHAIN RISK MANAGEMENT

Credits: 3:0:0

Course Objectives:

This course aims to:

- offer the various risks in supply chain operation;
- give an insight about the various trends in supply chain; and
- Provide the various approaches to SC risk management.

Course Outcomes:

After completing this course, the student should be able to:

- Impact of risks involved in SCM.
- define and manage the risks involved in SCM operation; and
- Analyse the SCM risk and respond to it systematically.

Course Description:

Risk and Management, growth of risk management, risk in the supply chain, defining and managing risk, trends affecting the supply chain, approaches to risk management, identifying risks, analyzing risks in SCM, and responding to risk.

Reference Books:

1. Donald Waters (2008), Supply Chain Risk Management – vulnerability and resilience in logistics, USA and UK Edition: Kogan Page Limited for The Chartered Institute of Logistics and Transport (UK).
2. Omera Khan and George A. Zsidisin (2014), Handbook for Supply Chain Risk Management (1st Edition), Cengage Learning India Pvt Limited.
3. Manners-Bell (2014), Supply Chain Risk: Understanding emerging threats to global supply chains, Kogan page.
4. Teresa Wu and Jennifer Vincent Blackhurt (2009), Managing Supply Chain risk and Vulnerability: Tools and methods for supply chain decision making (1st Edition), Springer Publications.

LIST OF SUBJECTS

Sub. Code	Name of the Subject	Credits
14MS1001	Technology For Societal Needs	3:0:0
14MS2001	Management For Engineers	3:0:0
14MS2002	Managerial Skills	3:0:0
14MS2003	Business Environment	3:0:0
14MS3001	Microeconomics	3:0:0
14MS3002	Marketing Theory and Practices	3:0:0
14MS3003	Financial Statement Analysis	3:0:0
14MS3004	Business Statistics	3:0:0
14MS3005	Organizational Behaviour	3:0:0
14MS3006	Essentials of Business and Management	3:0:0
14MS3007	Macroeconomics	3:0:0
14MS3008	Operations and Information systems	3:0:0
14MS3009	Management Accounting	3:0:0
14MS3010	Entrepreneurship Development and Innovation	3:0:0
14MS3011	Business Law for Managers	3:0:0
14MS3012	Strategic Marketing Decisions	3:0:0
14MS3013	Business Research Methods	3:0:0
14MS3014	Applied Operations Research	3:0:0
14MS3015	Financial Management	3:0:0
14 MS3016	Human Resources Management	3:0:0
14MS3017	Strategy, Governance and Ethics	3:0:0
14MS3018	Business Analytics	2:0:0
14MS3019	Economic Analysis for Hospitality	2:0:0
14MS3020	Organizational Behaviour for Hospitality	3:0:0
14MS3021	Introduction to Hospitality and Tourism Management	3:0:0
14MS3022	Accounting for Hospitality Managers	3:0:0
14MS3023	Business and Hospitality Law	3:0:0
14MS 3024	Managerial Statistics	3:0:0
14MS3025	IT application for Hospitality Industry	0:0:2
14MS3026	Business Research Methods	3:0:0
14MS3027	Financial Management for Hospitality	3:0:0
14MS3028	Essentials of Front office and Housekeeping Management	3:0:0
14MS 3029	Human Resource Management	3:0:0
14MS3030	Hospitality Marketing	3:0:0
14MS3031	Service Operations Management	3:0:0
14MS3032	Facility and Security Management	3:0:0
14MS3033	Management Principles in Medical and Healthcare Organizations	2:0:0
14MS3034	Financial and Management Accounting in Healthcare Organizations	3:0:0
14MS3035	Principles of Marketing	3:0:0
14MS3036	Basic of Medical Science and Epidemiology in Medical and Health	3:0:0
14MS3037	Economics of Health	3:0:0
14MS3038	Organizational Behavior	3:0:0

14MS3039	Administration of Clinical Services	2:0:0
14MS3040	Hospital Information Technology	3:0:0
14MS3041	Hospital Planning and Project Management	3:0:0
14MS3042	Health care Laws and Regulations	3:0:0
14MS3043	Bio- Statistics and Operations research	2:1:0
14MS3044	Procurement and Inventory Control for Health Care Services	3:0:0
14MS3045	Human Resources Management	3:0:0
14MS3046	Hospital Information Systems and Medical Records	3:0:0
14MS3047	Public Health system And Health Insurance	3:0:0
14MS3048	Research Methodology	3:0:0
14MS3049	Safety and Risk Management	2:0:0
14MS3050	Strategic Management in Healthcare	3:0:0
14MS3051	Services Marketing and Consumer Behavior	3:0:0
14MS3052	Ethics in Healthcare Organisation	3:0:0
14MS3053	Quality Management in Health care	3:0:0
14MS3054	Economic Analysis for Executive decisions	3:0:0
14MS3055	Business Research Decision Making	3:0:0
14MS3056	Strategic Business Models	3:0:0
14MS3057	Statistical Analysis for Managerial Decisions	3:0:0
14MS3058	Corporate Governance and Citizenship	3:0:0
14MS3059	Managing Change and Complexities through Strategy and Innovation	3:0:0
14MS3060	Business Analytics and Intelligence For Creating and Sustaining Value	3:0:0
14MS3061	Leadership for New Age Business Enterprises	3:0:0
14MS3062	Personal Finance, Brand, Work-Life and Values Management	3:0:0
14MS3063	Global Business Strategy and Practices	3:0:0
14MS3064	Strategic Marketing Decisions	3:0:0
14MS3065	Marketing Research Methods	3:0:0
14MS3066	Brand Leadership Management	3:0:0
14MS3067	New Age Marketing	3:0:0
14MS3068	Consumer Behaviour Trends	3:0:0
14MS3069	Strategic Cost Management	3:0:0
14MS3070	Financial Statement Analysis for Decision-Making	3:0:0
14MS3071	Corporate Venturing	3:0:0
14MS3072	Mergers and Acquisitions and Reorganisation	3:0:0
14MS3073	Corporate Taxation	3:0:0
14MS3074	Organisational Change and Intervention Strategies	3:0:0
14MS3075	Managing New Age Workforce For Performance	3:0:0
14MS3076	Strategic Human Resource Development	3:0:0
14MS3077	Work Life Balance and Impact Management	3:0:0
14MS3078	Leading Growing Organisations	3:0:0
14MS3079	Value Engineering and Competitive Operations Strategy	3:0:0
14MS3080	Supply Chain Management Trends	3:0:0
14MS3081	Services Operations Management	3:0:0
14MS3082	Sustainable Quality Leadership	3:0:0

14MS3083	Operations Research Method	3:0:0
14MS3084	Strategic Foundations of Entrepreneurship	3:0:0
14MS3085	Business Start-Up Practicum	3:0:0
14MS3086	Legal Aspects in Entrepreneurship	3:0:0
14MS3087	Intrapreneurship Venturing	3:0:0
14MS3088	Entrepreneurial Financing	3:0:0
14MS3089	Business Trends and Strategic Decisions	3:0:0
14MS3090	Strategic Leadership Choices	3:0:0
14MS3091	ERP and Strategic Decisions	3:0:0
14MS3092	Strategic Financing Decisions	3:0:0
14MS3093	Competitive Marketing Strategies	3:0:0

14MS1001 TECHNOLOGY FOR SOCIETAL NEEDS

Credits: 3:0:0

Course Objectives:

This course aims to:

- Transform aspiring engineers into socially responsible innovators through the practice of Karunya University's vision and mission.
- Highlight humanity's problems in areas relating to water, food, energy, and health security.
- Emphasize the need for technological solutions to societal problems of water, food, energy, and health security.

Course Outcomes:

After completing this course, the student should be able to:

- Display an interest in social innovations through the practice of Karunya University's vision and mission.
- Exhibit current knowledge of the human problems in areas relating to water, food, energy, and health security.
- Show a desire to develop technological solutions to societal problems of water, food, energy, and health security.

Course Description: This course begins with an orientation on Karunya University's vision and mission, and links to the importance of societal security in water, food, energy and health. Four sections explain the concepts, current approaches, organisations, technological challenges and opportunities as well as the future of these societal security areas. Each chapter leads out with topics on how a Karunyan could contribute to water/ food/ energy/ health security as an engineering student and professional, facilitating practical application of the previously learned facts and concepts.

Reference Books

1. Karunya University (2013), Technology for Societal Needs (1st ed.), Coimbatore: Angel Printers.
2. Institute for Water, Environment & Health, United Nations University (2013), Water Security & the Global Water Agenda – A UN-Water Analytical Brief, Retrieved from http://www.unwater.org/downloads/watersecurity_analyticalbrief.pdf
3. Food & Agriculture Organization of the United Nations (2013), The State of Food Insecurity in the World 2013 – The multiple dimensions of food security, Retrieved from <http://www.fao.org/docrep/018/i3434e/i3434e.pdf>
4. United Nations Advisory Group on Energy and Climate Change (2010), Energy for a Sustainable Future, Retrieved from [http://www.un.org/millenniumgoals/pdf/AGECCsummaryreport\[1\].pdf](http://www.un.org/millenniumgoals/pdf/AGECCsummaryreport[1].pdf)
5. World Health Organization (2007), The World Health Report 2007: A Safer Future – Global Public Health Security in the 21st Century, Retrieved from http://www.who.int/whr/2007/whr07_en.pdf?ua=1

14MS2001 MANAGEMENT FOR ENGINEERS

Credits: 3:0:0

Course Objectives:

This course aims to:

- Provide engineering students with contemporary knowledge of management
- Instruct current knowledge of the entrepreneurial processes of people- and functional-leadership.
- Train the learners in various managerial processes of planning, organising, leading and controlling.

Course Outcomes:

After completing this course, the student should be able to:

- Independently manage the challenges in the work place.
- Approach his/her career professionally.
- View businesses and procedures with a managerial perspective.

Course Description: This course broadly covers General Management principles such as: Basics of management, theory and practices; essentials of planning, management by objectives; the nature of organizing, entrepreneurship

and business process reengineering. Nature of human resource management, selection, performance appraisal and career strategy, system and process and controlling, productivity, operations & management and TQM.

Reference Books

1. Koontz H. & Weihrich H. (2009), Essentials Management: An International Perspective, New Delhi: Tata McGraw-Hill Education.
2. Watson G. & Reissner S.C. (2010), Developing Skills for Business Leadership, London: CIPD.
3. Horn R. (2007), The Business Skills Handbook (4th ed.), London: CIPD.
4. Kelly M. & Williams C. (2014), BUSN7 – Introduction to Business (7th ed.), Cengage Learning.
5. Williams C. & Tripathy M.R. (2013), MGMT – Principles of Management (5th ed.), New Delhi: Cengage Learning.

14MS2002 MANAGERIAL SKILLS

Credits: 3:0:0

Course Objectives: This course aims to:

- Nurture the fundamentals of creativity, innovation and group decision making;
- Impart the basics of emotional intelligence, negotiation and leadership qualities
- Facilitate understanding about corporate governance, organisational communication and team work.

Course Outcomes: After completing this course, the student should be able to:

- Think out of the box and find innovative solutions to various work place challenges
- Work in a team and exhibit balanced emotional intelligence and decision making
- Manage self and others by effectively using negotiation techniques and organizational communication.

Course Description: This course covers general concepts of creativity, innovation, decision making; emotional intelligence, concepts and theories; types of leadership, qualities of successful leaders, development of leadership skills; corporate governance, forms of organisational communication; fundamentals of negotiation and conflict resolution; teams and group cohesiveness.

Reference Books

1. Robbins S.P. (2009), Organisational Behaviour, New Delhi: Pearson Education.
2. Flatley M.E. & Lesikar R. (2004), Basic Business Communication, Irwon Professional Publication.
3. Lussier R.N. & Achua C.F. (2007), Effective Leadership, Thomson South-Western.
4. Fernando, A.C. (2011), Corporate Governance - Principles, Policies & Practices, New Delhi: Pearson Education.

14MS2003 BUSINESS ENVIRONMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide an understanding of the fundamental ideas of business environment.
- Provide an insight into macro-level business environment.
- Give a comprehensive idea of the global environment to expand the business.

Course Outcomes: After completing this course, the student should be able to:

- Know the various macro-environments of business.
- Understand the impact of environments in business.
- Compare the local and international business environments.

Course Description: The course will describe the basics of business environmental factors such as internal (micro) and external (macro) environments. This course includes the various important areas of business environments such as environmental scanning, forecasting, economic environment including the monetary and fiscal policies, fundamentals demographic environment, basics of political-legal environment, essentials social-cultural

environment, prerequisites of technological environment, the compulsion of knowing the international environment to expand the business operations.

Reference Books

1. Saleem S. (2012), Business Environment, New Delhi: Pearson Education.
2. Cherunilam F. (2012), Business Environment, New Delhi: Himalaya Publishing House.
3. Kew J. & Stredwick J. (2006), Business Environment (2nd ed.), Jaico Publishing.
4. Hampton J. (1999), Financial Decision Making Concepts - Problems & Cases, New Delhi: Prentice-Hall India.
5. Sharan V. (2010), International Business - Concept, Environment & Strategy, New Delhi: Pearson Education.

14MS3001 MICROECONOMICS

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide an understanding of the microeconomic concepts and its application in managerial decision making.
- Examine the different market structures and its application in managerial decision making.
- Provide an overview of the various labour market issues.

Course Outcomes: After completing this course, the student should be able to:

- Apply the microeconomic concepts in managerial decision making.
- Demonstrate managerial decision skills in different market structure.
- Exhibits skills in resolving labour market issues.

Course Description: The course covers the topics such as: Microeconomic concepts in business decision making and its practical applications in optimisation technique, market equilibrium and demand forecasting techniques. Implications of input-output and cost output relationship (production and cost analysis), economies and diseconomies of scale. Analysis of different market structures such as perfect competition, monopoly, monopolistic competition and oligopoly. The relevance of game theory and market failure (externalities and public goods). Market supply of labour, determination of wages and collective bargaining.

Reference Books:

1. McEachern W.A. & Kaur S. (2012), Micro ECON, New Delhi: Cengage Learning.
2. Lipsey & Chrystal (2012), Economics – South Asia Edition (12th ed.), London: Oxford University Press.
3. Petersen C.H., Lewis W.C. & Jain S.K. (2006), Managerial Economics (4th ed.), New Delhi: Pearson Prentice Hall.
4. Ghosh G., Choudhury P. & Roy P. (2013), Managerial Economics (2nd ed.), New Delhi: Tata McGraw-Hill.
5. Dwivedi D.N. (2011), Managerial Economics (7th ed.), New Delhi: Vikas Publishing House.

14MS3002 MARKETING THEORY AND PRACTICES

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide conceptual understanding about marketing in the current context
- Orient students towards principles and basic tenets of marketing discipline
- Provide exposure to practices and approaches of contemporary marketing.

Course Outcomes: After completing this course, the student should be able to:

- Evaluate and employ basic elements of marketing.
- Appreciate the underlying relevance and application of 4Ps of marketing.
- Use current trends and practices in marketing planning.

Course Description: The course will describe the conceptual framework of marketing and will effectively cover various marketing principles including the evolution, concepts, functions, process of marketing and also lay emphasis on customer orientation. The course will also cover marketing essentials and various marketing approaches. Also would highlight the portfolio analysis, competitive strategies, customer experience management and engagement and customer buying process .The course will also elaborate upon marketing mix, branding elements, customer life time value, retail , online marketing and marketing planning.

Reference Books

1. Etzel M.J., Walker B., Stanton W.J. & Pandit A. (2009), Marketing Concepts & Cases (14th ed.), New Delhi: Tata McGraw-Hill Publishing.
2. Kurtz D.L. & Boone L.E. (2006), Principles of Marketing (12th ed.), New Delhi: Cengage Learning.
3. Saxena R. (2009), Marketing Management (4th ed.), New Delhi: Tata McGraw-Hill Publishing.
4. Kotler P., Keller K.L., Koshy A. & Jha M. (2013), Marketing Management (14th ed.), New Delhi: Pearson Education.
5. Wilson R.M.S. & Gilligan C. (2005), Strategic Marketing Management - Planning Implementation & Control (3rd ed.), Oxford: Elsevier Butterworth-Heinemann.

14MS3003 FINANCIAL STATEMENT ANALYSIS

Credits: 3:0:0

Course Objectives: This course aims to:

- Analyse the role of financial statement information in the decisions taken by current and prospective stakeholders in a company.
- Develop an insight on how accounting data are compiled, organized and presented.
- Explain various tools and techniques that are used in financial analysis.

Course Outcomes: After completing this course, the student should be able to:

- Relate accounting concepts and standards that are used in financial statements.
- Critically evaluate financial statement information.
- Compare, assess and interpret among different companies identifying its strengths and weaknesses and work with large volumes of numerical data.

Course Description: The course will describe, the concepts and framework of financial accounting, Accounting standards, GAAP/IFRS and understand corporate financial statements and demonstrate and critique the application of a range of financial statement analysis, techniques and tools, such as, comparative, common size financial statements, trend analysis, ratio analysis comprising analysis of liquidity, solvency, profitability and efficiency dimensions of a body corporate and capital market ratios. It will also include discussions on analysis of fund flow and cash flows as per AS 3 requirements.

Reference Books

1. Khan M.Y. & Jain P.K. (2007), Management Accounting (4th ed.), New Delhi: Tata McGraw-Hill.
2. Singhvi N.M. & Bodhanwala R.J. (2006), Management Accounting Text & Cases, New Delhi: Prentice-Hall India.
3. Narayanaswamy R. (2008), Financial Accounting - A Managerial Perspective (3rd ed.), New Delhi: Prentice-Hall India.
4. Hampton J.J. (1999), Financial Decision Making - Concepts, Problems & Cases (4th ed.), New Delhi: Prentice-Hall India.
5. Bhattacharya S.K. & Deardon J. (2004), Accounting for Management, New Delhi: Vikas Publishing House.

14MS3004 BUSINESS STATISTICS

Credits: 3:0:0

Course Objectives:

This course aims to:

- Understand data and analyse data
- Develop the statistical thinking for decision making
- Provide knowledge of tools and techniques for solving business problems by capturing data and analyzing them.

Course Outcomes: After completing this course, the student should be able to:

- Draw meaningful conclusions from application of statistical tools.
- Apply statistics for business situations.
- Make sound decisions based on Data Analysis.

Course Description:

The course will describe the conceptual framework of statistics, Measures of central tendency, Measures of dispersion, probability, types of probability, Bayes' Theorem, probability distribution. This Course also include discussions on Sampling and Sampling Methods, determination of sample size, Testing of Hypothesis, chi-square test, F-Test, Correlation, Rank Correlation, Regression, Regression equations and Time series analysis.

References Books

1. Bajpai N. (2010), Business Statistics, New Delhi: Pearson Education.
2. Levin R.I. & Rubin D.S. (2009), Statistics for Management, New Delhi: Prentice-Hall India.
3. Anderson D.R., Sweeney D.J. & Williams T.A. (2012), Statistics for Business & Economics (11th ed.), New Delhi: Cengage Learning.
4. Beri G.C. (2011), Business Statistics (3rd ed.), New Delhi: Tata McGraw-Hill Education.
5. Aczel A.D. & Sounderpandian J. (2008), Complete Business Statistics (7th ed.), New Delhi: Tata McGraw Hill.

14MS3005 ORGANISATIONAL BEHAVIOUR

Credits: 3:0:0

Course Objectives: This course aims to:

- Develop an understanding of the 'why' of people behaviour in organisations.
- Equip would-be managers with the required skills and attitudes to manage diverse employees in an organisation.
- Develop management students into managers with professional ethics and values to manage people in modern business entities.

Course Outcomes: After completing this course, the student should be able to:

- Explain employee behaviours at individual level.
- Describe employee behaviours at group level.
- Display their knowledge of the impact of individual and group behaviours on the goal attainment of the organisation system as a whole.

Course Description:

This course covers topics such as Approaches to organisational behaviour, Personality, Perception & managing emotions, Motivation & satisfaction, Learning theories & practices, Work groups & teams, Conflict & stress in organisations, Communication, Leading & influencing in organisations, Equality & diversity in organisations, Power in organisations, Organisational culture & change management, Technology in work organisations.

References Books

1. Butler M. & Rose E. (2011), Introduction to Organisational Behaviour, London: CIPD.

2. Nelson D., Quick J.C. & Khandelwal P. (2012), ORGB – Organisational Behaviour (2nd ed.), New Delhi: Cengage Learning.
3. Robbins S.P. (2004), Organisational Behaviour, New Delhi: Prentice-Hall India.
4. Shane S.L., Glinow M.A.V. & Sharma R.R. (2006), Organisational Behaviour (3rd ed.), New Delhi: Tata McGraw-Hill Publishing.
5. Luthans F. (2010), Organisational Behaviour (12th ed.), New York: Irwin McGraw-Hill Publishing.

14MS3006 ESSENTIALS OF BUSINESS AND MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide management students with contemporary knowledge of both entrepreneurial and managerial skills demanded by today's businesses and organisations.
- Impart current knowledge of the entrepreneurial processes of people- and functional-leadership.
- Present latest knowledge of the managerial processes of planning, organising, leading and controlling.

Course Outcomes: After completing this course, the student should be able to:

- Discuss contemporary knowledge of both entrepreneurial and managerial skills demanded by today's businesses and organisations.
- Exhibit current knowledge of the entrepreneurial processes of people- and functional-leadership.
- Display latest knowledge of the managerial processes of planning, organising, leading and controlling.

Course Description: This course covers General Management topics such as: Business skills for continuing professional development & practice; Essential post-graduate study skills; Developing your professional identity; Concepts of self & self-management skills; Negotiating & liaising within the political organisation; Interpreting financial information; Managing financial resources; Handling statistical data using IT; Integrated IT skills; Developing your leadership skills through project management and managing your career. Management; History; Organisational environments & cultures; Ethics & social responsibility; Planning & decision making; Organisational strategy; Innovation & change; Global management; Designing adaptive organisations; Managing teams; Managing HR systems; Managing individual & diverse workforce; Motivation; Leadership; Managing communication; Control; Managing information; Managing service & manufacturing operations.

References Books

1. Watson G. & Reissner S.C. (2010), Developing Skills for Business Leadership, London: CIPD.
2. Horn R. (2007), The Business Skills Handbook (4th ed.), London: CIPD.
3. Kelly M. & Williams C. (2014), BUSN7 – Introduction to Business (7th ed.), Cengage Learning.
4. Williams C. & Tripathy M.R. (2013), MGMT – Principles of Management (5th ed.), New Delhi: Cengage Learning.
5. Lehman C.M., DuFrene D.D. & Sinha M. (2012), BCOM – Business Communication (2nd ed.), New Delhi: Cengage Learning.

14MS3007 MACROECONOMICS

Credits: 3:0:0

Prerequisite: Microeconomics – 14MS3001

Course Objectives: This course aims to:

- Provide an overview of the macroeconomic concepts and tools for managerial decision making.
- Examine the various macroeconomic policies that help in managerial decision making.
- Provide an understanding of the importance of human development and sustainable development in managerial decision making.

Course Outcomes: After completing this course, the student should be able to:

- Exhibit knowledge in macroeconomic concepts related to managerial decision making.
- Demonstrate knowledge in macroeconomic policies in managerial decision making.
- Apply the knowledge of human development and sustainable development in managerial decision making.

Course Description: The course covers the topics such as: Macroeconomic problems, scarcity issues of resources, economic systems, role of markets and government. Aggregate supply and demand, measuring economic activity (circular flow of income, national income). Problems of unemployment and inflation, the role of fiscal and monetary policy in economic growth and trade policies. Indian industrial scenario, role of public sector enterprises, IT sector, infrastructure reforms and public private partnerships. Human development and sustainable development.

References Books

1. Samuelson P. A. & Nordhaus W.D. (2010), Economics (19th ed.), New Delhi: Tata McGraw-Hill Publishing.
2. Dwivedi D.N (2011), Managerial Economics, New Delhi: Vikas Publishing House.
3. Samuelson P. A. & Nordhaus W.D. (2012). Macroeconomics (19th ed.), New Delhi: Tata McGraw-Hill Publishing.
4. Mankiw N.G. (2011), Principles of Macroeconomics (6th ed.), New Delhi: Cengage Learning.
5. Ray S.K. (2007), The Indian Economy, New Delhi: Prentice-Hall India.

14MS3008 OPERATIONS AND INFORMATION SYSTEM

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide an understanding of the role of operations in achieving the business strategy.
- Provide an understanding of supply chain and its role in today's global environment.
- Provide knowledge of information system and the types of information system.
- Provide an understanding of ecommerce and functional business systems.

Course Outcomes: After completing this course, the student should be able to:

- Identify factors affecting operations management.
- Develop operations strategy which is aligned with the supply chain.
- Develop information system for business.
- Use internet and e-commerce as a tool for business strategy.

Course Description: The course will describe the factors affecting operations management today and the strategies for operations management in a global economy. There will be a discussion on the systems approach to operations management. The key issues in managing operations in the supply chain are discussed. The course also discusses the fundamentals of information system and types of information system. A discussion on e-commerce, functional business systems and network & security management.

References Books

1. O'Brien J.A., Marakas G. & Behl R. (2013), Management Information Systems (10th ed.), New Delhi: McGraw-Hill Education.
2. Gaither N. & Frazier G. (2011), Operations Management (9th ed.), New Delhi: Cengage Learning.
3. Jawadekar W.S. (2013), Management Information Systems (5th ed.), New Delhi: Tata McGraw-Hill.
4. Miller L. (2013), Management Information System (6th ed.), New Delhi: Pearson Education.
5. Heizer J., Render B. & Rajashekhar J. (2011), Operations Management (9th ed.), New Delhi: Pearson Education.

14MS3009 MANAGEMENT ACCOUNTING

Credits: 3:0:0

Prerequisite: Financial Statement Analysis 14MS3003

Course Objectives: This course aims to:

- Provide a comprehensive and rigorous treatment of key areas in Management Accounting.
- Show the use of various tools and techniques like Break-even analysis, Budgeting and Standard costing.
- Sharpen the decision making ability.

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate and apply various cost concepts in real life situations.
- Analyze and Solve problems in Marginal costing, Budgeting and Standard Costing.
- Report the impact of the outcomes in managerial decision making.

Course Description: The course is designed to impart, the need, importance, installation and managerial uses of cost accounting, cost unit/centre, concepts and classifications of cost. To understand the methods and Techniques of Costing, Cost sheet of manufacturing/services, Marginal Costing and Break even analysis/CVP analysis, applications of marginal costing in decision making. Budgetary Control and Planning, Standard Costing and Cost Variance Analysis with Materials and Labour only

References Books

1. Khan M.Y. & Jain P.K. (2006), Management Accounting - Text, Problems & Cases (5th ed.), New Delhi: McGraw-Hill Education.
2. Hilton R.W. (2010), Managerial Accounting (9th ed.), New Delhi: McGraw-Hill Education.
3. Jain S.P. & Narang K.L. (2010), Advanced Cost Accounting (10th ed.), New Delhi: Kalyani Publishers.
4. Maheshwari S.N. (2012), Principles of Management Accounting (17th ed.), New Delhi: S.Chand & Sons.
5. Sekhar R.C. & Rajagopalan A.V. (2013), Management Accounting, New Delhi: Oxford University Press.

14MS3010 ENTREPRENEURSHIP DEVELOPMENT AND INNOVATION

Credits: 3:0:0

Course Objectives: This course aims to:

- Make the students aware of creating and starting a new venture successfully.
- Provide knowledge on the various sources available for financing a new venture.
- Give insight on how to manage, grow and end a venture.

Course Outcomes: After completing this course, the student should be able to:

- Have complete knowledge on the creation and starting of a new venture.
- Evaluate and identify the primary financing mechanisms.
- Compare and find ways to establish develop and end a venture.

Course Description: The course will describe the nature and importance, definition, the decision process of entrepreneur, creating a business idea, marketing plan, organizational plan, financial plan, generating and exploiting new entries, strategies for growth and managing the implications of growth, accessing resources for growth from the external sources, becoming a public limited company, ending the venture, international entrepreneurship opportunities. Why to innovate? what to innovate? How to innovate? Who innovates? People, knowledge and machines; finding new ways to measure and manage productivity, markets, demand and customer intimacy, calculating risks; decision-making in an uncertain world, competing by collaborating.

References Books

1. Robert D. Hisrich et al. (2007), Entrepreneurship (6th ed.), New Delhi: Tata McGraw-Hill Publishing.

2. Maital S. & Seshadri D.V.R., Innovation Management, New Delhi: Response Books (A division of Sage Publications).
3. Khanka, S.S (2010), Entrepreneurial Development, New Delhi: S.Chand & Co.
4. Charantimath P.M. (2009), Entrepreneurship Development - Small Business Enterprises, New Delhi: Pearson Education.
5. Kuratko & Hodgetts (2009), Entrepreneurship in the New Millennium, New Delhi: Cengage Learning.

14MS3011 BUSINESS LAW FOR MANAGERS

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide management students with contemporary knowledge of the fundamental regulatory framework for responsibly running a business and managing an organisation in India.
- Impart current knowledge of the foundational laws and regulations that govern strategic and operational processes in organisations.
- Present latest knowledge of the cardinal laws and regulations that enable people processes in business and corporate operations.

Course Outcomes: After completing this course, the student should be able to:

- Critically evaluate and deal with various contracts in business.
- Solve practical legal problems which occur in day to day business transaction.
- Apply and know various legal forms, procedures, fees details and other contact details regarding legal compliances.

Course Description: This course will describe the conceptual legal framework of Indian Legal system; Business & fundamental rights, Laws on Contracts, Regulations on Sale of Goods, Laws on Negotiable instruments, Consumer Protection, Right to Information regulations, Intellectual property Rights, Shops & Establishments laws, Information Technologies Act regulations, Laws relating to Prevention, Prohibition and Redressal of sexual harassment of Women at Workplace, Company laws on Registration and Incorporation, Directors, Meetings and Winding Up.

References Books

1. Pathak A. (2010), Legal Aspects of Business (4th edition), New Delhi: Tata McGraw-Hill Education.
2. Kapoor N.D. (2012), Elements of Mercantile Law, New Delhi: S. Chand & Sons.
3. Goel P.K. (2010), Business Law for Managers, New Delhi: Biztantra.
4. Pillai R.S.N. & Bhagawathi (2010), Business Law, New Delhi: S. Chand & Co. Bansal C.L. (2011), Business & Corporate Law, New Delhi: Excel Books.

Note: Subjects related to applicable statutes shall be read with amendments made from time to time.

14MS3012 STRATEGIC MARKETING DECISIONS

Credits: 3:0:0

Prerequisite: Marketing Theory and Practices – 14MS3002

Course Objectives: This course aims to:

- Offer a platform for students to sharpen their analytical abilities in integrating marketing knowledge for comprehensive decision making. Explain how analytical decision making enhances modern enterprises' sustenance.
- Envisage the effectiveness of marketing strategies in simulated environments by deploying critical marketing decision models
- Expose students to numerous examples demonstrating the value of the analytic approach to marketing decision-making.

Course Outcomes: After completing this course, the student should be able to:

- Think strategically about marketing situations and formulate long term marketing strategy with sound analytical judgment
- Use key frameworks to analyze situations and make decisions
- Create marketing models to combat competitive strategic moves

Course Description: This course relates marketing activities to some of the key strategic decisions that are necessary in running a business: choosing customers, defining and creating value, delivering and appropriating value, and sustaining value against competitors. To do so, the course will build on concepts and topics; Response Modeling, Market Segmentation Analysis, Positioning Analysis, Portfolio Analysis, Product Mix Decisions, Distribution Decisions, Pricing Decisions, Promotion Decisions, Organizational Buying Model. Course will also focus on models concerning Sustainable competitive advantage (SCA), Marketing mix as strategic tools, Implementation and monitoring of marketing strategy and Global marketing as strategy.

References Books

1. Wilson R.M.S. & Gilligan C. (2005), Strategic Marketing Management - Planning Implementation & Control (3rd ed.), Oxford: Elsevier Butterworth-Heinemann.
2. Parry M.E. (2005), Strategic Marketing Management, New Delhi: Tata McGraw-Hill.
3. Aaker D. (2012), Strategic Market Management (9th ed.), New Delhi: Wiley India.
4. Porter M.E. (1998), Competitive Strategy: Techniques for Analyzing Industries and Competitors, New York: The Free Press.
5. Walker O.C., Mullins J. & Boyd H.W. (2006), Value Marketing Strategy - A Decision Focused Approach (5th ed.), New Delhi: Tata McGraw-Hill.

14MS3013 BUSINESS RESEARCH METHODS

Credits: 3:0:0

Course Objectives: This course aims to:

- Develop an insight of research methodology and focus on creating fundamentally strong researchers, thereby leading to better research work by future managers.
- Equip the students with required skills needed to carry out original and high-quality business research.
- Develop the ability to put a business problem into a methodological framework and perspective and thereby manage organisations through better decisions.

Course Outcomes: After completing this course, the student should be able to:

- Explain the scientific method in management research, various research designs, problem identification and problem formulation.
- Describe the measurement, scaling and instrument development, sample, sampling methods, process of data acquisition, data preparation and report writing.
- Conduct a mini research leading to a scholarly dissertation with adequate methodology on topics related to management.

Course Description: This course covers research methodology topics such as: Meaning, objectives and characteristics of business research, Research process, design & types, Problem formulation, Review of literature, Development of framework, Proposition, Hypothesis, Instrument development, Measurement, Data types and collection, Scaling techniques, Sampling, Data Processing, Selection of techniques, Tests of significant differences & relationships, Report writing.

References Books

1. Krishnaswamy K.N., Sivakumar A.I. & Mathirajan M. (2009), Management Research Methodology, New Delhi: Pearson Education.
2. Cooper D. & Schindler P. (2006), Business Research Methods (9th ed.), New Delhi: Tata McGraw-Hill.
3. Zikmund W.G. (2009), Business Research Methods (7th ed.), New Delhi: Cengage Learning.

4. Kothari C.R. (2004), Research Methodology – Methods & Techniques (2nd ed.), New Delhi: New Age International Publishers.
5. Srivastava T.N. & Shailaja Rao (2012), Business Research Methodology, New Delhi: Tata McGraw-Hill Education.

14MS3014 APPLIED OPERATIONS RESEARCH

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide insights into the role of Operations Research in the management decisions making.
- Highlight the techniques for optimization of resources in a business entity.
- Emphasize the construction and application of various models in Operations Research.

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate and apply the theory of Operations Research in decision making.
- Use the tools and techniques for optimizing the resources.
- Construct the Operations Research model relating to real life situation.

Course Description: The course will describe the conceptual framework of Operations Research, construction of models and demonstrate the application of such models in management decision making, by using LPP – formulation, solving by graphical, simplex method, Duality and Sensitivity Analysis; Transportation – NWC rule, Least cost and Vogel’s Approximation methods, MODI; Assignment, Sequencing and Network. It will also include Game Theory and Queuing Theory for such decision making purpose.

References Books

1. Kapoor V.K. (2013), Operations Research (2nd ed.), New Delhi: S. Chand & Sons.
2. Panneerselvam R. (2009), Operations Research (2nd ed.), New Delhi: Prentice-Hall India.
3. Sivarethinamohan R. (2008), Operations Research (1st ed.), New Delhi: Tata McGraw-Hill.
4. Durga Prasad M.V. (2012), Operations Research (2nd ed.), New Delhi: Cengage Learning.
5. Vohra N.D. (2012), Quantitative Techniques in Management (4th ed.), New Delhi: Tata McGraw Hill.
6. Hiller F.S., Lieberman G.J., Nag B. & Basu P. (2013), Introduction to Operations Research (9th ed.), New Delhi: McGraw-Hill Education.
7. Kanti S., Gupta P.K. & Man Mohan (2014), Operations Research, New Delhi: S. Chand & Sons.

14MS3015 FINANCIAL MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Emphasize knowledge and skills required on Financial Management which is advantageous to Managers in every discipline of business
- Ensure an intuitive, logically rigorous understanding of the theory and practice involving managing finance of a business enterprise.
- Provide adequate practical exposure in terms of applicability on valuation, investment decisions, current asset management, etc.,

Course Outcomes: After completing this course, the student should be able to:

- Take on a greater strategic focus, as Managers struggle to create value within a corporate setting.
- Understand the financial decision-making process and to interpret the impact that financial decisions will have on value creation.
- Discuss and apply the specific techniques and decision rules and thereby help maximize the value of the firm.

Course Description: The course dwells with conceptual framework of financial management, key decisions of finance functions, role of the finance manager, Time Value of Money, Capital budgeting and Investment Decisions, Evaluation techniques, sources of finance, Working Capital Management, Estimating working capital requirements & Operating cycle, Cost of Capital, Leverages, Capital structure, theories, Dividend Decisions, Walter and Gordon Models.

References Books

1. Khan M.Y. & Jain P.K. (2011), Financial Management (6th ed.), New Delhi: Tata McGraw-Hill.
2. Srivastava R. & Misra A. (2011), Financial Management (2nd ed.), New Delhi: Oxford University Press.
3. Van Horne J.C. & Wachowicz J.M. (2010), Fundamentals of Financial Management (13th ed.), New Delhi: Prentice-Hall India.
4. Berk J., DeMarzo P. & Thampy A. (2010), Financial Management (1st ed.), New Delhi: Pearson Education.
5. Brigham E.F. & Ehrhardt M.C. (2012), Financial Management (3rd ed.), New Delhi: Cengage Learning.

14MS3016 HUMAN RESOURCE MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:

- Create awareness to the Human Resource Management environment.
- Develop managers capable of facing HR challenges in the highly competitive scenario.
- Equip managers in developing employee skills with appropriate motivational tools.

Course Outcomes: After completing this course, the student should be able to:

- Bring out HR projects and proposals for a few organizations.
- Identify HR challenges relevant in the competitive economy.
- Integrate with organizational objectives with regard to HR.

Course Description: This course covers HR topics such as Aspects of Human resource management, Role of HR practitioner, HR planning, Recruitment, Selection, Induction & retention, HR development, Performance management, Employee reward, Employee relationship & work-life balance, Health, safety & well-being, Understanding employment law, Ending the employment relationship, Handling & managing information.

References Books

1. Leatherbarrow C., Fletcher J. & Currie D. (2010), Introduction to Human Resource Management – A Guide to HR Practice (2nd ed.), London: CIPD.
2. Aswathappa K. (2013), Human Resource Management – Text & Cases (7th ed.), New Delhi: McGraw-Hill Education.
3. Scott S., Bohlander G. & Vohra V. (2010), Human Resource Management (1st ed.), New Delhi: Cengage Learning.
4. Halder U. & Sarkar J. (2012), Human Resource Management (1st ed.), New Delhi: Oxford University Press.
5. Dessler G. & Varkkey B. (2009), Human Resource Management (11th ed.), New Delhi: Pearson Education.

14MS3017 STRATEGY, GOVERNANCE AND ETHICS

Credits: 3:0:0

Course Objectives: This course aims to:

- Acquire familiarity with the principle concepts, frameworks and techniques of strategic management, governance and ethics.
- Develop a holistic perspective of an organization and to enable the students to analyze the strategic situations.
- Access strategic options available to the organization to implement the strategic choices made by it.

Course Outcomes: After completing this course, the student should be able to:

- Know and apply strategic management techniques.
- Analyze the situations and find suitable solutions for the problems.
- Frame good governance and ethics for the organization.

Course Description: The course gives an overview on conceptual framework of strategic management, governance and ethics. This course endow with how to plan strategies, how to implement strategies and how to evaluate strategies. It will also include deliberations on agents and institutions in corporate governance. The course discuss about facilitators, role-players and regulators in corporate governance. Other topics include ethics and ethical principles in business.

References Books

1. David F.R. (2010), Strategic Management Concepts & Cases (12th ed.), New Delhi: Prentice-Hall India.
2. Johnson G., Scholes K. & Whittington R. (2010), Exploring Corporate Strategy - Text & Cases (7th ed.), New Delhi: Prentice-Hall India.
3. Kazmi A. (2011), Strategic Management & Business Policy (3rd ed.), New Delhi: Tata McGraw-Hill.
4. Fernando A.C. (2009), Corporate Governance - Principles, Policies & Practices (3rd ed.), New Delhi: Pearson Education.
5. Velasquez M.G. (2010), Business Ethics Concepts & Cases (6th ed.), New Delhi: Prentice-Hall India.

14MS3018 BUSINESS ANALYTICS

Credits: 2:0:0

Prerequisite: Business Statistics – 14MS3004

Course Objectives: This course aims to:

- Provide conceptual understanding about Big Data and Data Sciences
- Highlight various theories and methods involved in Business Analytics.
- Provide an overview about various technologies and tools used in Business Analytics, big data analytics, components and applications of Big Data Analytics.

Course Outcomes:

After completing this course, the student should be able to:

- Have an understanding about elementary aspects of Big Data and Data Sciences.
- Understand theories and methods involved in Big Data.
- Use various technologies and tools of Big data and Get to know about Big Data Analytics components

Course Description: The course will initially touch upon various introductory aspects of Big Data analytics and data sciences which would include Big Data Dimensions, with relevant industry examples. The conceptual theories and method involved in Business Analytics would be dealt with and evolution of Big Data analytics is made known to the students. The course will also cover various technologies and tools involved in Big Data and various Big Data Analytics components. The course also touches upon applications of Big Data.

References Books

1. Ohlhorst F.J. (2012), Big Data Analytics - Turning Big Data into Big Money, Wiley Publishing.
2. Liebowitz J. (2013), Big Data & Business Analytics, CRC Press.
3. Minelli M., Chambers M. & Dhiraj A. (2013), Big Data Big Analytics, John Wiley & Sons.
4. Stanton J. (2013), Introduction to Data Science, Syracuse University.
5. Rajaraman A., Leskovec J. & Ullman J.D. (2011), Mining of Massive Data Sets, Cambridge University Press.
6. Hastie T., Tibshirani R. & Friedman J.H. (2009), The Elements of Statistical Learning - Data Mining, Inference & Prediction, Springer.
7. Franks B. (2013), Taming the Big Data Tidal Wave, John Wiley & Sons.

14MS3019 ECONOMIC ANALYSIS FOR HOSPITALITY

Credit 2:0:0

Course Objectives

- Familiarize with tools and techniques related to economic analysis of hospitality
- Learn the economic trends in hospitality industry
- Understand the macroeconomic policies related to hospitality industry

Course Outcomes

- Demonstrate knowledge of economic analysis of hospitality industry
- Exhibit knowledge about the trends in hospitality industry
- Familiarize macroeconomic policies related to hospitality industry.

Course Description

Economics, indifference curve, Market System, changes in demand and supply, elasticity and its application. Economic trends in hospitality industry, measuring the economy; Macroeconomic fluctuations in hospitality industry, Aggregate demand and supply, multiplier process. Planning the production of hospitality services. Market Structure, economies of scale and hospital industry. Market control mechanisms, pricing methods for hospitality services, hotel occupancy and capacity utilization. Macroeconomic policy, regulations related to hospitality industry.

Reference books

1. Peter Cullen, Economics for Hospitality Management (Chapman & Hall Series in Tourism & Hospitality Management).
2. Philip Kotlet, John T. Bowen, James C. Makens, Marketing for Hospitality and Tourism, Pearson, (Fifth Edition)
3. Paul A Samuelson and William D. Nordhaus, Macroeconomics, McGraw Hill Publication, New Delhi.(19th Edition)
4. Mankiw, Principles of Macroeconomics, Cengage Learning India Private Limited, New Delhi. (Fourth Edition)
5. Varshney R L & Maheswari K L., Managerial Economics , Sultan Chand & Sons, New Delhi.

14MS3020 ORGANISATIONAL BEHAVIOUR FOR HOSPITALITY

Credit 3:0:0

Course Objectives

- To learn management concepts
- To better understand themselves as individuals in order to carefully manage and
- To obtain the desired Outcome from their teams and organization's dynamics

Course Outcomes

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

- Understand the principles underlying organizational behavior
- Application of leadership and motivational theories and
- Communicate effectively among groups.

Course Description

This course will cover topics such as Evolution of management, Functions of management, Principles of management, transactional analysis, scientific theories. Planning, policies, procedures, strategy formulation, MBO. Decision making, Authority and responsibility, centralization, decentralization. Individual behavior, Misbehavior, Management Intervention, emotional Intelligence, Attitudes, Perceptions, Motivation. Organization structure, Groups in organizations, Group decision making techniques, Team building, Interpersonal relations, Communication

and its Control. Leadership styles, Organizational culture and change, Prevention and Management of stress, work life balance, Organizational development and Workplace

Reference Books

1. Stephen P. Robbins, Timothy A Judge, Seema Sanghi, Organisational Behavior, Pearson Education , 13th edition, 2009.
2. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning engage learning. 2nd edition. 2012
3. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.
4. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
5. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011

14MS3021 INTRODUCTION TO HOSPITALITY AND TOURISM MANAGEMENT

Credit 3:0:0

Course Objectives

- To gain an overview about the hospitality and tourism industry.
- Identify the major areas of coverage of hospitality industry.
- Realize the interrelationship between travel and tourism.

Course Outcomes

- Understand the fundamentals of hospitality and tourism industry.
- Describe the hospitality industry from various perspectives of hotel, tourism, travel and transport.
- Explain issues, challenges, recent trends and future of hospitality industry.

Course Description

The course explains Origin and Growth of Hospitality and Tourism Industry Organizational hierarchy of all departments. Classification, Major departments, Star ratings, Global standards for Hotels, Hospitality Etiquette and Ethics. Introduction of Tourism of Tourism, Features, Types, Components, Products, Scope. History of travel agency, Travel formalities, Linkages and arrangements with hotels, airlines and transport agencies. Leisure Tourism, Emerging trends in Hotel, travel, medical tourism.

References Books

1. Management in the Hospitality industry. Tenth Edition. John Wiley and Sons, Inc.
2. Lockwood. A & Medlik.S, Tourism and Hospitality in the 21st Century, Elsevier, 2001
3. Lim Tau, Hema et al., Fundamentals of Hospitality and Tourism Management, e-Book –Open University Malaysia, 2009.
4. Walker John R, Introduction to Hospitality, Prentice Hall of India, 2001

14MS3022 ACCOUNTING FOR HOSPITALITY MANAGERS

Credit 3:0:0

Course Objectives

- Acquire basics of accounting mechanism in Hospitality industry
- Understand revenue management techniques in hospitality industry
- To develop an insight on how accounting data are compiled, organized and presented

Course Outcomes

- Undertake accounting functions in hospitality industry
- Know and apply accounting theory; Accounting Standards

- Critically evaluate financial statement information

Course Description

The course will enable the students to understand the basic concepts, and frame work of accounting, Accounting standards, GAAP/IFRS and understand corporate financial statements of hospitality and tourism industry, application of techniques of Financial statement Analysis, Cost concepts, BEP & CVP, Standard costing variance analysis with material & labour Budgetary control, Cost controlling, Cost reduction and Total cost management

Reference Books

1. Elisa S. Moncarz, and Nestor de J. Portocarrero, Accounting for Hospitality Industry Prentice Hall, US 2010.
2. Khan & Jain Management accounting (4th edition) Tata McGraw Hill , New Delhi
3. Allen B. Asch, M. Ed. CCE, Hospitality Cost Control: A Practical Approach, Prentice Hall US, 2010.
4. Peter Harris, Accounting & Finance for the International Hospitality Industry, Elsevier Butterworth Heinemann 2011,
5. Gareth Owen, Accounting for Hospitality, Tourism and Leisure, Person, 2010.

14MS3023 BUSINESS AND HOSPITALITY LAW

Credit 3:0:0

Course Objective

- Provide management students with contemporary knowledge of the fundamental regulatory framework for responsibly running a Hotel business and managing in India.
- Impart current knowledge of the foundational laws and regulations that govern strategic and operational processes in organisations.
- Present latest knowledge of the cardinal laws and regulations that enable people processes in Hotel business and corporate operations.

Course Outcomes

- Critically evaluate and deal with various contracts and Licensing procedures in Hotel business.
- Solve practical legal problems which occur in day to day business transactions.
- Apply and know various legal forms, licensing procedures, fee details and other details regarding legal compliances.

Course Description

The course will prepare the learners about the basics of Hotel law & the Indian Legal System, The Catering Enterprise and registration, Hotel & Catering Premises, Licensing Laws, The Hotelier & the Guest, Commercial Contracts & the Caterer, Taxations, Individual Rights & Duties in Relation to the Contract of Employment and Welfare, Safety & Working Conditions, The Employer, the Employee & the Trade Union, Cyber Laws. IPR and Copy Rights in Hospitality Industry.

Reference Books

1. N.D. Kapoor (2012), Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.
2. Prof. (Cmdr.) P.K. Goel (2010), Business Law for Managers, Biztantra, New Delhi.
3. P.C.Tripathi & C.B.Gupta Third Edition, Industrial Relations & Labour Laws Sultan Chand & Sons.
4. P.K. Padhi (2010), Labour & Industrial Laws PHI Learning P. Ltd.
5. Amitabh Devendra (2013) Hotel Law, Oxford University Press, New Delhi.

14MS3024 MANAGERIAL STATISTICS

Credit 3:0:0

Course Objectives

- To understand collection and compilation of data, information and presentation of data
- To gain knowledge in sampling, standard error, level of significance
- To know the various distribution, frequency and measures of the proportions

Course Outcomes

- At the end of the course the students will be able to learn to take up appropriate managerial decisions at the time of crisis in all level of business.
- Will able to identify the kind of data required for decisions making.
- Apply statistics in business decision making in Hospitality

Course Description

The course will include introduction of statistics, Sample and Populations, Analysis of Data, Measures of Central Tendency, Measures of Dispersion. Sampling distribution of mean, Sampling techniques. Hypothesis testing:(Parametric test) one sample and two sample tests for means and proportions of large samples (z-test), and small samples (t-test), F-test for two sample standard deviations., ANOVA one and two way, Non Parametric test, Chi-square test, Correlation analysis, Simple Linear Regression will be taught for applying statistics in business decision making.

Reference Books

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
2. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
3. Srivatsava TN, Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
4. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
5. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.

14MS3025 IT APPLICATION FOR HOSPITALITY INDUSTRY

Credit 3:0:0

Course Objectives

- To enhance the ability of student in understanding the basics of computer in hospitality industry
- To effectively utilize Computer application and its advanced features for making quick and impressive decisions
- To increase productivity and output of individuals and the organization.

Course Outcomes

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

- Demonstrate the application of generally accepted office systems software.
- Provide information literacy for critical analysis of existing work processes.
- Students will enhance analytical skills, as well as improve competency by working on MS Excel.

Course Description

This course includes common tasks with word processing, MS excel application, MS power point, MS outlook application, MS Access and publisher

Reference Books

1. Sudalaimuthu, S., and Raj, S.A. Computer Application in Business. (1st edn,). India: Himalaya Publishing House.

2. Woody Leonhard Special Edition Using Microsoft® Office 2007 [Special Edition], 1st edition
3. Jain satish, Computers Fundamentals of `O` Level Examinations (Module BPB Publications, New Delhi.
4. Rajaraman, V, “Fundamentals of computers”. Prentice- Hall of India New Delhi

14MS3026 BUSINESS RESEARCH METHODS

Credit 3:0:0

Course Objectives

The objective of this course is to make the students understand on;

- Scientific Methods in management research
- Various research designs, problem identification, formulation
- Measurement, scaling and instrument development

Course Outcomes

After learning this course, the students would be able to demonstrate their ability to:

- Put a business problem into a methodological framework and perspective
- Produce a dissertation research proposal with adequate and appropriate methodology on topics related to their specialization
- To apply analytical skills that they have developed in their business research

Course Description

The course is designed to understand scientific methods in research, Introduction: of Research /process/, Steps, Research Design, and Problem formulation. Review of Literature, Hypothesis, and Measurement scale, scaling techniques, Research methods, Sampling and data collection Techniques. Tabulation and Selection of techniques, Tests of significant differences, Assumption underlying each test, Introduction to Multivariate Data Analysis, Report Writing.

Reference Books

1. Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M. (2009). Management Research Methodology. Pearson Education: India
2. Donald R Cooper, Pamela R Schindler, P and J K Sharma . Business Research Methods. (11th edn.), Tata McGraw Hill: India
3. Zikmund, W.G. (2009). Business Research Methods. (7th edn.), Cengage Learning: India.
4. D. Israel Dawn Iacobucci and Gilbert A. Churchill (2010). Marketing Research: A South Asian Perspective, Cengage Learning, India
5. Naresh K. Malhotra Satyabhushan Dash , (2010), Marketing Research : An Applied Orientation. (6th edn.) Pearson Education, India.

14MS3027 FINANCIAL MANAGEMENT FOR HOSPITALITY

Credit 3:0:0

Course Objectives

To enable student to

- Understand the fundamentals involved in making finance decisions
- Understand Investment evaluation techniques in hospitality industry
- To understand the alternate source of financing involved in setting up hospitality business

Course Outcome

- Can apply the basics of financial forecasting real time scenario
- Effectively handle working capital in hospitality industry
- Can apply to the right source for the starting Hospitality business

Course Description

This course includes Financial Planning and forecasting, Role of a finance manager in hospitality Industry, Cost of capital, Capital structure decision, Sources of finance, Basics of capital budgeting, Evaluation Techniques, Working capital management and its estimation. Dividends decisions, Initial public offering, lease financing, hire purchase financing, hybrid financing, Venture capital, project financing.

Reference Books

1. I.M.Pandey, Financial Management, Vikas, 2007
2. M.Y. Khan & Jain, Financial Management, McGrawHill 2008.
3. Robert E. Chatfield, Michael C. Dalbor, Hospitality Financial Management: Prentice Hall US 2005
4. William P. Andrew, James W. Damitio, Ph.D, CMA, Raymond S. Schmidgall, Financial Management for the Hospitality Industry: Prentice Hall US 2007.
5. Chris Guilding, Financial Management for Hospitality Decision makers, Butterworth Heinemann, 2005.

14MS3028 ESSENTIALS OF FRONT OFFICE AND HOUSEKEEPING MANAGEMENT

Credit 3:0:0

Course Objectives

1. To understand the structure of hotel industry, importance and sections of Front Office.
2. To develop a comprehensive knowledge in layout room, interior decoration, planning and selection of housekeeping articles.
3. To know the operations of Front office and Housekeeping and its coordination with other departments.

Course Outcome

1. The students will possess knowledge on different types of reservation, processing and computerized reservation besides general awareness of international level
2. Will be able to handle efficiently Front office and Housekeeping department in a Hotel
3. Student will be knowledgeable about the various cleaning materials and agents used.

Course Description

The course includes Types of Rooms, Room Rates, Room Tariff, Types of meal plan, Types of guest. Front office organization, Hierarchy chart, Layout, Co-ordination with other department, Operations, Front Office Systems, Bell desk, Reservations, Cancellation and amendments and Registration. Introduction to Housekeeping department, Housekeeping inventories, Hotel guest rooms, Housekeeping control desk, Standard contents of guest room, Cleaning guest room, Linen and linen room operation, Cleaning of public areas, Maids service room, Housekeeping control desk.

Reference Books

1. Paul.B.White and Helan Beckley – Hotel reception – Arnold Heinman Publication
2. Dr.Jagmohan NEGI – Grading and classification of Hotel, tourism and restaurant principles and practices – Kanishka publications.
3. Margaret Lennox- hotel, Hostel and Hospital House Keeping – ELBS Publications
4. G.Raghubalan and Smritee Raghubalan – Hotel Keeping operation and Management – Oxford Publication.

14MS3029 HUMAN RESOURCE MANAGEMENT

Credit 3:0:0

Course Objectives

- To provide knowledge about management issues related to staffing, training, performance, compensation
- To know the importance of human resource management in Hospitality industry

- To understand the common practices followed in Human resource management of Hospitality industry

Course Outcomes

- Will be able to apply theories of motivation in their work place
- Able to understand the Role of human resource manager and its importance
- Compliance of Industry practices in Hospitality industry

Course Description

This course provides insights on Role of human resource manager, Computer applications in human resource management, Human resource accounting and audit, Human Resource Planning, and Forecasting. Recruitment, Selection, induction, Training methods, and Executive development Programs, Knowledge management. Compensation plan, Reward, Motivation Career management. Performance evaluation, Industry practices, Promotion, Demotion, Transfer and Separation. The control process, Requirement of effective control systems grievances, Redressal methods.

Reference Books

1. Dessler Human Resource Management, Pearson Education Limited
2. Malay Biswas, Human Resource Management in Hospitality, Oxford, 2012
3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
4. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
5. Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition,

14MS3030 HOSPITALITY MARKETING

Credit 3:0:0

Course Objectives

- To orient the students by providing exposure to essentials and approaches of marketing today
- To understand the basic marketing concepts in Hospitality industry
- To know the pricing concepts and promotions in Hospitality industry

Course Outcomes

- Will be able to know the organization structure of Sales and Marketing in Hospitality industry
- Able to apply the various sales procedure and methods in various departments of Hospitality industry
- Able to execute the promotion and pricing strategies in Hospitality industry

Course Description

The course explains the basics of marketing management ,PPP of marketing, Organization of Sales and Marketing in hotel industry, Sectional layouts of marketing, Generating sales report, Meeting of client and follow ups, Sales in banquet, room sales, restaurant, Institutional selling, Time share marketing, Sales promotion activities, Qualities & criteria for sales personnel. Marketing for groups and Tourism, Market segmentation for hospitality services, Targeting & positioning, National & Global perspectives, Analysis of market share competitor analysis, Demand, Supply trend analysis. Capacity Strategies, Yield management. Pricing of hospitality services, role of government agencies, intermediaries and regulatory, sales promotion Introduction to public relations (PR), Push Vs Pull Strategies, online & offline advertisements, emerging trends of marketing in Hospitality industry.

Reference Books

1. Christopher H.Lovelock : Services Marketing : People technology , Strategy , Pearson Education Asia.6th Edition
2. William Lazer & Roger A. Layton , Contemporary Hospitality Marketing : A Service Management Approach, Educational Institute American Hotel and Motel Association.

3. Philip Kotler , Brown and Maken , Marketing for Hospitality and tourism , Pearson Education India.4th Edition
4. G.Raghubalan, Smritee Raghubalan, Hotel Housekeeping, Oxford University Press (2009).
5. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton, Service Operations Management, South-Western, Cengage Learning, 2006.

14MS3031 SERVICE OPERATIONS MANAGEMENT

Credit 3:0:0

Course Objectives

- To help understand how firms can deliver excellent service while achieving business success
- To focus how to implement the strategies in the design of the service system.
- To provide managers with tools needed for every day's operation.

Course Outcome

- To design and operate a service business using the concepts, tools and techniques of service operations management
- To inculcate knowledge on the formulating strategies and strategic positioning
- To obtain knowledge on the yield management

Course Description

The course explains the importance of service sector nature, growth; Evolution of Service Operations Management; classification. Service strategy, Project Management, Nature, Process, Scheduling Techniques, PERT, CPM; Facility design, nature, objectives, Service facility layout; Service Facility Location ,considerations, facility location techniques ,metropolitan metric, Strategic Capacity Management, planning service capacity, sequencing and allocation of capacity; Managing Waiting Lines, Queuing Theory –single server M/M/1 : (∞ / FIFO) Managing for growth, expansion strategies, franchising, globalization.

Reference Books

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5th Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition
3. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
4. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
5. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management

14MS3032 FACILITY AND SECURITY MANAGEMENT

Credit 3:0:0

Prerequisite: Introduction to Hospitality and Tourism Management – 14MS3021

Course Objectives

- To understand the importance of facility management in Hospitality industry
- To understand the types of maintenance and repair in the Hospitality industry
- To know the fire safety procedures and security systems in the Hospitality industry

Course Outcomes

The students should be able to

- Explain goals and objectives of facilities and maintenance management,
- Describe the theoretical aspects of utility systems, energy conservation,
- mechanical equipment and building design,
- Organization and management of maintenance department,

Course Description

The course provides Role of facilities, Cost associated with facilities, its Impact of facility design on facility management. Planning of office area, food & beverage service outlet areas and service support areas, Responsibilities of facility manager and facility department. Organization in star rated hotels, Types of maintenance and repair, Contract maintenance services, Computerized and internet based services- Heating system, Heating sources and equipment, Cooling sources and equipment, Electrical system: components, billing methods of electric utilities, telecommunications system. Lighting system, light sources, lighting system design and maintenance, Laundry system: equipment design. Facility Design, Factors influencing design, site selection, models, facility layout. Building design, maintenance and safety, Safety in the guest bath, Fire safety: prevention, detection, notification, suppression and control, Evacuation plans, Security: key controls, electronic locks, Terrorism, anti-social and extra ordinary events.

Reference Books

1. David M. Stipanuk, Hospitality Facilities Management and Design, The American Hotel & Lodging Educational Institute, 3rd Edition, 2006.
2. Darrell Clifton, Hospitality security- Managing security in today's hotel, lodging, entertainment and tourism environment, CRC Press, Taylor & Francis group, 2012.
3. Sujit Ghosal, Hotel Engineering, Oxford University Press, NewDelhi, 2011.
4. John Edwards, Applied facilities management for the hospitality industry, Cognella Academic Publishing, 2011.
5. Philip Sloan, Willy Legrand and Joseph S. Chen, Sustainability in the hospitality industry, Butterworth-Heinemann, 2009

14MS3033 MANAGEMENT PRINCIPLES IN MEDICAL AND HEALTHCARE ORGANISATIONS

Credits: 2:0:0

Course Objective

- To introduce the concepts of management principles relevant to organisation.,
- To understand the strategic planning process in the organizational decision making
- To learn various quality assurance methods in organisation.

Course Outcomes

The course enables the students to:

- Apply the basic management principles in organisation
- Enable to take strategic decisions in organizations
- Demonstrate the knowledge about various quality assurance methods in organisations.

Course Description

The course covers the topics such as: -

Basic concepts of management principles. Planning: objectives and procedures, strategic planning, renovation planning, Management By Objectives (MBO). Organizing: span of management, Line and staff relationships. Form of organization in health care, organizational structure, job description and consultants, classification of health care organization, strategic planning process, staffing: selection, position requirement and job design, orienting and socialization. Control: quality Control methods and measurement systems specification limits and control limits, control charts.

Reference Books

1. Joan Liebler, Charles McConnell (2011). Management Principles for Health Professionals, Johns & Bartlett Publishers
2. Elaine La Monica Rigolosi (2013). Management and Leadership in Nursing and Healthcare - An Experiential Approach, Springer Publishing Company
3. Harold Konntz (2010) Essentials of Management Tata McGraw-Hill Education
4. Jill Barr, Lesley Dowding, (2012), Leadership in Healthcare, SAGE.
5. Bernad J Healey, Marc C Marchese (2012), Foundations of Healthcare Management: Principles and Methods, John Wiley and Sons Inc.

14MS3034 FINANCIAL AND MANAGEMENT ACCOUNTING IN HEALTHCARE ORGANIZATIONS**Credits: 3:0:0****Course Objective**

- To provide role of financial statement information in the decisions taken by current and prospective stakeholders in healthcare organizations
- To develop an insight on how accounting data are compiled and organized and presented
- To explain various concepts, tools and techniques that are used in financial analysis

Course Outcomes:

By End of the Course the Student will be able to:

- Know various accounting and financial concepts
- Apply accounting theory and standards in to practice
- Critically evaluate financial statement information

Course Description

The course will describe, about financial accounting, financial statements, internal control and cash, receivables, inventory, liabilities, cash flow statement, understanding financial statements, product costing, job costing, cost volume profit analysis, time value of money, capital budgeting, capital structure and working capital management in healthcare organizations.

Reference Books

1. Khan MY and Jain PK,(2007), Management Accounting (4th edn), Tata McGraw Hill, New Delhi
2. Prasanna Chandra (2010) Fundamentals of Financial Management (5th edn), Tata Mc Graw Hill, New Delhi
3. I.M.Pandey, Financial Management, Vikas Publishing Houses Private Ltd.
4. Godwin, Alderman, Sanyal, (2012), Financial Accounting, Cengage Learning
5. Sawyers, Jackson, Jenkins, Arora (2012) Management Accounting, Cengage Learning

14MS3035 PRINCIPLES OF MARKETING**Credits: 3:0:0****Course Objective**

- To introduce the concepts of principles of marketing
- To explain the marketing strategies
- To understand the role of marketing in hospital services.

Course outcomes:

By the end of the course, the student will be able to

- Apply the marketing concepts
- Adopt different marketing strategies
- Demonstrate marketing skills in professional life.

Course Descriptions

The course covers the topics such as:- Marketing concepts, marketing principles and society, marketing environment, marketing research. Marketing strategy, influence on strategic marketing, planning, implementation, managing and controlling marketing Program, market segmentation and positioning, marketing and channel communications, international market development, importance of personal selling, developing products and brands. Nature of marketing in hospital services, service marketing, customer behaviour in services, supply chain management, IT and marketing channels. Managing service delivery process and service quality.

Reference Books

1. Rao, VR, and Steckel, JH (2006), Analysis for strategic marketing, Pearson education.
2. Kotler, P, Keller, KL, Koshy, A Jha, M (2009). Marketing Management: A South Asian Perspective, Pearson Education.
3. Rao, S (2012). Marketing of hospital services, Serials publications.
4. Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee (2006). Services Marketing-People, technology and strateg, Pearson education.
5. Sakharkar, BM. Principles of Hospital Administration and Planning, 2nd Edition Jaypee Brothers Medical Publishers (p) Ltd

14MS3036 BASIC OF MEDICAL SCIENCE AND EPIDEMIOLOGY IN MEDICAL AND HEALTH SYSTEM MANAGEMENT

Credits: 3:0:0

Course Objective

- To familiarizes the students on human body system
- To provides basic knowledge about communicable and non communicable diseases
- To make the students understand about hospital infection control.

Course Outcomes:

By the end of the course, the student will be able to

- Know various facts about epidemiology
- Know the fundamentals of health system
- Apply the theory on epidemiology in to practice.

Course Description

The course will describe about introduction of human body, anatomical position, levels of organisation of the body, different systems of human body, concept of health, concept of disease, classification of disease, basic concepts of epidemiology, basic measurement, methods, infectious disease epidemiology, investigation of an epidemic outbreak, communicable and non communicable diseases, demography and family welfare, hospital infections, environment and health pollution, hospital waste management, concept of disinfection and decontamination, control measures in wards, operation theater, laundry and kitchen.

Reference Books

1. Raj Bhopal (2008), Concepts of Epidemiology: Integrating the ideas, theories, principles and methods of epidemiology, Oxford University Press.
2. K.Park (2011), Park's Textbook of Preventive and Social Medicine, Banarsidas Bhanot Publishers.
3. Peter J Fos, David J Fine (2012), Managerial Epidemiology for Health Care Organizations, John Wiley and sons.
4. Denise Oleske (2001) Epidemiology and Delivery of Health Care Services: Methods and Applications, Springer
5. B.K.Mahajan and M.C.Gupta, Text Book of Prevention and Social Medicine, Jaypee Medical Publishers P. Ltd., New Delhi

14MS3037ECONOMICS OF HEALTH

Credits: 3:0:0

Course Objective

1. To understand the relevance of health economics
2. To introduce economic tools in health care
3. To understand the relevance international health organizations.

Course Outcomes

The course enables the students

1. To exhibit knowledge in health economics
2. Apply economic tools in health care
3. To demonstrate knowledge about health care policies and regulations.

Course Descriptions

Introduction to health economics, demand and supply of health care, determinants of health, health behavior decisions, elasticity and health, indifference curve. Pricing and health care. Cost benefits analysis, markets for health professionals and health care provider firms. Cost of health hazards, health production, economic evaluation of health care, public health expenditure, health insurance, public and private health, National health Programs, health care policies, health regulations, health laws(Indian context), international health organizations. Health sector reforms. Analyzing medical care markets.

Reference Books

1. James Henderson (2005). Health Economics & Policy, 3rd ed., Thompson, South-Western College Publishing
2. Charles E. Phelps, Health Economics, 5th edn., Prentice Hall Publications.
3. Lorna, Guinness, Virginia Wiseman (2011). Introduction to Health Economics, Open University Press; 2nd edn.
4. Gole, SL.(2011). Emerging and Thrust Areas of Healthcare System and Hospital Administration, Deep and Deep Publications Pvt.Ltd, New Delhi
5. Dwivedi, D.N (2010). Microeconomic Theory, Vikas Publications, New Delhi

14MS3038 ORGANIZATIONAL BEHAVIOR

Credits: 3:0:0

Course Objective

Course Objectives are

1. To understand the basic concepts of organizational behavior,
2. To learn about organizational change and organizational development
3. To understand the relevance of the subject in healthcare organizations.

Course Outcomes

The course enables the students

1. To demonstrate knowledge in the basic concepts of organizational behavior,
2. To apply behavioral knowledge in professional life
3. To express the behavioral skills in healthcare organisations.

Course Descriptions

The course covers the topics such as:- Individual behavior, values, attitude and job satisfaction, personality, perceptions, motivation, group dynamics, work teams, decision-making, communication and leadership. Organizational theory, behavior and development in the unique context of the healthcare setting. Planned changes, diagnosing organisations, collecting and analysing diagnostic information, feedback, designing interventions, and managing and evaluating organizational change. Importance of learning organizational behavior healthcare delivery,

managing health services organisations and systems, health care environments, patient behavior, transactional analysis, hospitals and social responsibility.

Reference Books

1. Stephen P. Robbins, Organizational Behavior 9th edition, Prentice Hall International, In.
2. James A.F. Stoner, R. Edward Freeman and Denier R. Gilbert Jr., Management, Prentice Hall India, New Delhi, 1997.
3. Syed Amin Tabish, Hospital and Health services administration, principles and practice, Oxford University Press, New Delhi, 2001.
4. Parikh (2010), Organizational Behaviour, Tata McGraw Hill, New Delhi
5. Shuchi Sharma, (2013) Organizational Behaviour, McGraw Hill, New Delhi

14MS3039 ADMINISTRATION OF CLINICAL SERVICES

Credits: 2:0:0

Course Objective

- To familiarize the students on clinical services in a hospital
- To familiarize the day to day administration of clinical services.
- To understand organisation and management of various speciality and super speciality departments

Course Outcomes:

By the end of the course, the student will be able to

- Know about various clinical services
- Administer the skills in managing the clinical services
- Planning and managing various categories of hospitals

Course Description

The course will describe about clinical services, Classification of super-specialty services and sub-specialty services; special requirements of super-specialty departments; general factors to be considered in planning super-specialty services; organisation and management of various super-specialty departments within a multi-specialty hospital. Planning of Super-Specialty Facilities: Planning and management of the following categories of super-specialty hospitals / medical centers like Cardiology, Neurology and Neurosurgery, Orthopedics, Oncology, Rehabilitation and teaching hospitals.

Reference Books

1. BM Sakharkar, Principles of Hospital Administration and Planning, Jaypee Brothers Medical Publishers (P) limited, New Delhi.
2. S.L. Goel (2001), Healthcare System and Management: Healthcare Management and Administration, Deep and Deep Publications
3. Lawrence F Wolper (2004), Healthcare administration: Planning, Implementing and Managing Organized Delivery Systems, Jones and Bartlett Learning.
4. Sharon Bell, Nancy Shanks, (2007), Introduction to Health Care Management, Jones & Bartlett Learning.
5. Robert McSherry, Paddy Pearce, (2010), Clinical Governance: A guide to implementation of Healthcare Professionals, John Wiley and Sons.

14MS3040 HOSPITAL INFORMATION TECHNOLOGY

Credits: 3:0:0

Course Objective

- To show how information technology shapes and redefines health care
- To educate on the technology driven economies of scale
- To explore the opportunities for e-health and its delivery
- To use information technology for decision support system

Course Outcomes:

By end of the course the student will be able to,

- Critique and analyze the management programs and technology systems
- Utilize skills to design and develop hospital management systems
- Use information technology to handle day to day challenges in a health care setup

Course Description

The course deals with need, importance and application of technology in health care. It deals with the selection of the most appropriate software and hardware for health care. Other topics that will be covered in this course are management information systems, database management, system design and implementation, software development procedure, maintenance. Various forms of Hospital information systems, computerization of medical records, automated hospital management systems, tele-health and future trends in health care information systems.

Reference Books

1. John Abbott Worthley and Philip S. Disabris, Managing Computers in Health Care – A Guide for Professionals (Health Administration Press Perspectives, Michigan)
2. Toni Hebda, Handbook of Informatics for Nurses and Health Care Professionals (Prentice Hall, New Jersey)
3. Marlene Maheu, Pamela Whitten & Ace Allen, E-Health, Telehealth and Telemedicine: A Guide to Startup and Success (Jossey-Bass) ISBN 0787944203
4. Joel Rodrigues (2009), Health Information Systems: Concepts, Methodologies, Tools and Applications, IGI Global
5. Roslyn Sorensen, Rick Ledemia (2008), Managing Clinical Processes in Health Services, Elsevier Australia

14MS3041 HOSPITAL PLANNING AND PROJECT MANAGEMENT

Credits: 3:0:0

Course Objective

- The course provides various processes in planning from Pre-feasibility to Architectural design
- To know about planning healthcare facility
- To understand various project management phases in a hospital.

Course Outcomes:

By End of the Course the Student will be able to

- Know various planning processes of hospital
- To apply the theory and standards in to practice and implement in practice.
- To prepare project cost and total budget for a healthcare facility.

Course Description

The course will describe about the introduction and evolution of hospital planning, need for planning health care facilities and health care facility planning in India. It will also give an insight to the planning process including pre-feasibility and feasibility studies, project appraisal, composition of a planning team, sources of finance, site selection, selection of architect and other consultants, tender documents, hospital design, departmental layouts, inter-relationships between services, utilities planning, liaison with agencies for HVAC, medical gases, CSSD, etc. The course will also highlight about project cost and total budget, project conceptualization, functional requirements and implementation.

Reference Books

1. Shakti Kumar Gupta (2007) Modern trends in planning and designing of hospitals, Jaypee Brothers Medical Publishers (P) Ltd, New Delhi.
2. G.D.Kunders (2008) Hospitals Facilities Planning and Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.

3. Syed Amin Tabish (2001) Hospital and Health Services Administration: Principles and Practice, Oxford University Press.
4. Kant Gupta (2007), Modern Trends in Planning and Designing of Hospitals Principles and Practice, Jaypee Brothers Medical Publishers Private Limited
5. Edward Khiwa (2013), Healthcare Organisation and Project Management for emerging nations, Xlibris

14MS3042 HEALTHCARE LAWS AND REGULATIONS

Credits: 3:0:0

Course Objective

- To examine legal implications of forming an organisation,
- Apply the relevance of labour laws in hospitals and legal aspects of day to day administration of the hospital,
- To understand common law affecting healthcare institutions and respective legal obligations of the board of trustees, administration and medical staff.

Course Outcomes:

By end of the course the student will be able to

- Implement various laws affecting the employees in healthcare institutions.
- Prepare various facilities in order to safeguard various laws in the field of healthcare
- Do necessary legal formalities in case of any emergency

Course Description

This course describes about various acts such as the companies act, partnership act, the Tamil Nadu clinics act, factories act, shops and establishment act, the workmen's compensation act, the employees' state insurance act, the employees' provident funds act, the payment of gratuity act, the maternity benefit act, the payment of wages act, the minimum wages act, the trade union act, the apprentices act, medical council of India, medical licensure law, doctor-patient relationship, medical malpractice, quality and standard of medical care, negligence, medical consent, emergency care, the consumer protection act, patients rights and responsibilities, medical ethics, legal issue in death cases, legal testimony in medico-legal cases, narcotic laws, the drugs and cosmetic act, drug control policy, blood transfusion, the medical termination of pregnancy act, the prenatal diagnostic techniques act, dying declaration, medical jurisprudence, the human organ transplantation act, toxicology, the biomedical waste (management and handling) rules, radiation safety system and law of insurance

Reference Books

1. N.D. Kapoor (2010) Elements of Mercantile Law, Sultan Chand and Sons, New Delhi
2. Ram Krishna Chaube, Consumer Protection and The Medical Profession with Legal Remedies, Jaypee Brothers, New Delhi
3. R.C. Anand and Sidhartha Satpathy, Hospital Waste Management: A Holistic Approach (Jaypee Brothers, New Delhi)
4. Sheila Mclean, John Kenyon Mason (2003), Legal and Ethical Aspects of Healthcare, Greenwich Medical Media Limited
5. Donna Hammaker (2010), Healthcare Management and Law: Principles and Applications, Cengage Learning

14MS3043 BIO-STATISTICS AND OPERATIONS RESEARCH

Credits: 2:1:0

Course Objective

- To give broader understanding of the statistical concept and techniques for research study
- To develop an understanding of basic management science techniques
- To learn the role of basic management science in managerial decision - making.

Course Outcomes:

By end of the course the student will be able to

- Analyze data using software
- Do statistical tests
- To apply operations management tools in day to day business

Course Description

This course describes about basic statistics, frequency distribution, measures of central tendency, dispersion, linear regression, correlation, tests of significance, non parametric tests, evolution of operations research, techniques of operations research, limitations of operations research, linear programming, duality and sensitivity analysis, transportation model.

Reference Books

1. R.Pannarselvam (2006), Operations Research, PHI Learning Private Limited, New Delhi.
2. K.Viswarswara Rao (2007) A manual of Statistical Methods for use in Health, Nutrition and Anthropology, Jaypee brothers Medical Publishers private limited
3. A.K.Sharma (2005) Text Book of Biostatistics I, Discovery Publishing House, New Delhi.
4. Mahajan (2002), Methods in Biostatistics, Jaypee brothers Medical Publishers private limited
5. Francosis Sainfort, Margaret Brandaeu, William Pierskalla, (2004), Handbook of Operations Research and Healthcare, Kluwer Academic,

14MS3044 PROCUREMENT AND INVENTORY CONTROL FOR HEALTHCARE SERVICES

Credits: 3:0:0

Course Objective

This course helps the students

- To develop excellent skills in creating and operating logistics functions in healthcare
- To learn wide range of logistics principles
- To understand the theory and apply them in day to day business.

Course Outcomes:

By end of the course the student will be able to

- Define the purpose of logistics,
- List the types of inventory control systems and their functions,
- To assess stock status.

Course Description

This course describes about Logistics: Principles, Components, Importance in Healthcare units, Logistic supplies, services & users., Material requirement planning: Methods of forecasting requirements of materials related to Healthcare & Auxiliary services, Inventory Control & Management in Healthcare Units, Principles of sourcing, purchasing methods, Principles of Storage and Stores accounting, Distribution to various departments and auxiliary services, Model contract for different services i.e. Laundry, Dietary, Dispensary, Security and Ambulance Services

Reference Books

1. D.K.Agarwal (2003), Textbook of Logistics and Supply Chain Management, Macmillan
2. Christopher (1998), Logistics and Supply Chain Management: Strategies for reducing cost and improving service, Pearson Education India.
3. P.Radhakrishanan (2001), Logistics and Supply Chain Management, Allied Publishers
4. P Narayan, Jaya Subramaniyan (2009), Inventory Management- Principles and Practices, Excel Books, New Delhi
5. Jack W Plunket (2008), Plunkett's Transportation, Supply chain and Logistics, Plunkett Research Ltd.

14MS3045 HUMAN RESOURCES MANAGEMENT

Credits: 3:0:0

Course Objective

- To emphasize the importance of Human Resource in a hospital
- To educate on the various functional aspects of human resource
- To introduce the latest trends in human resources management in a health care set up

Course Outcomes:

By end of the course the student will be able to,

- Interpret the nuances of human resource management
- Deeply appreciate the importance of managing people in an organization
- Aptly prepare for a career in human resource in the health care industry

Course Description

The course will focus on the fundamentals of human resource management with special focus on the functions of personnel management in a health care organization. It will expose the participant to the theoretical and application aspects of man power planning, recruitment, placement, wage and salary administration, safety and welfare measures, employee engagement, performance appraisal, training and development, career development, industrial relations and HRIS.

Reference Books

1. Fallon Jr & McConnell (2007), Human Resource Management in Health Care: Principles and Practice, Jones and Bartlett Publishers, Inc.
2. Nancy J Niles (2013), Basic Concepts of Healthcare Human Resource Management, Jones and Bartlett Learning.
3. A.V. Srinivasan (2008), Managing a Modern Hospital, Second edition, Response Books
4. Leiyu Shi (2010), Managing Human Resources in Healthcare Organizations, Jones and Bartlett Learning
5. Grant T Savage, Fottler, Khatri (2010), Strategic Human Resource Management in Healthcare, Emerald Group Publishing

14MS3046 HOSPITAL INFORMATION SYSTEMS AND MEDICAL RECORDS

Credits: 3:0:0

Course Objective

- To understand the need of information technology in hospitals
- Study the importance of data resources for organisation to explore the information needs of hospitals
- To understand the importance of computerization of medical data.

Course Outcomes:

By the end of the course, the student will be able to

- Know various hospital information systems
- Understand how to manage medical records.
- Administer hospital and health data

Course Description

The course will describe about the need for Information systems, the Networking of computing, business process re engineering, computer peripherals, input technology trends, output technology and trends, storage trends, Database Management Approach – Types of Databases ,Database structure , Data Mining, Use of the Internet, Interactive marketing, E-Commerce Application, Role of Medical Records in Health Care Delivery, General Medical Records, Standards and Policies, Legal Aspects of Medical Records, Medical Audit Computerization of Medical Records, Information Needs in the Hospital, sources of Health Information, User of Health and Hospital Data, management decision and Related Information Requirement, Clinical Information Systems, Administration Information systems

Reference Books

1. Anil Kumar Saini Management Information Systems in Hospitals , Deep and Deep Publications Private Limited, New Delhi
2. Kelkar S.A., Hospital Information Systems : A Concise study , PHI Learning Private Limited.
3. Patricia Iyer, Barbara Levin, Many Ann Shea, Medical Legal Aspects of Medical Records, Lawyers and Judges Publishing Company Inc.
4. Joel Rodrigues (2009), Health Information Systems: Concepts Methodologies, tools and Applications, IGI Global
5. Adi Amoni (2002), Effective Healthcare Information System, IGI Global

14MS3047 PUBLIC HEALTH SYSTEM AND HEALTH INSURANCE

Credits: 3:0:0

Course Objectives

- To study about public health system,
- To understand the scope of health insurance
- To learn IT applications and legal framework in health insurance.

Course Outcome

The course enables the students to

- Demonstrate skills in public health systems,
- Exhibits knowledge in areas related to health insurance
- Apply knowledge in IT and legal issue related to health insurance.

Course Descriptions

Course covers the topics such as:- Healthcare administration, types of governance, introduction to health care systems, health care environments, administrative responsibilities and structures, role and responsibility of Government in the health sector, health sector reforms, competition in health sector, public expenditure in health mobilization, health systems around the world, health insurance experience of different countries, national health Programs, health regulations and planning process. Design and function of health insurance, private and public sector health insurance plans, medicaid and medicare, health insurance plans, claims management, medical care delivery systems in other nations. Health related insurance, critical illness/ dread disease plans, health insurance riders, long term health care, notification of claim, doctor's report, claim form, payment of claim, IT Applications and legal framework in health insurance.

Reference Books

1. Gole, SL.(2011), 'Emerging and Thrust Areas of Healthcare System and Hospital Administration', Deep and Deep Publications Pvt.Ltd, New Delhi.
2. Nic Goodwin, Reinhold Gruen and Valerie Iles (2007), 'Managing Health Services', Tata Mc Grawhill, New Delhi.
3. Gole, SL.(2011), 'Primary/Rural healthcare System ad Hospital Administration', Deep and Deep Publications Pvt.Ltd, New Delhi.
4. Bernard Tumock (2009), Public Health: What it is and How it works, Jones and Bartlett Learning
5. Michelle Green, Jo Ann Rowell, (2011) Understanding Health insurance : A guide to billing an reimbursement, Cengage Learning

14MS3048 RESEARCH METHODOLOGY

Credits: 3:0:0

Course Objectives

- To learn the basic concepts of research methods,
- To enhance knowledge about research design and methods
- To learn the application of statistics in data analysis.

Course Outcomes

By the end of this course, the student will be able to

- Exhibits knowledge in research methods,
- Demonstrate knowledge in research design and methods
- Apply statistical tools in data analysis.

Course Description

The course covers the topics such as:- Nature of research and scope of research, types, process of research, research problems, research design. Research methods, survey, experimental, case study, observational. Data collection methods: nature of data, census vs sampling, sampling and sampling designs, techniques of data collection measurement and scaling techniques, presentation of data. Parametric and non-parametric test, report writing, statistical analysis. Health statistics and analysis, data analysis with SPSS.

Reference Books

1. Hair J F, Bush R P & Ortina D J. (2006) Marketing Research: with a change of information environment. 3rd Ed. Tata McGraw Hill, New Delhi.
2. Cooper D & Schinder P.(2003) Business Research Methods. 8th Ed. Tata McGraw-Hill Publishing Company Ltd. New Delhi
3. Kothari C R(2004). Research Methodology: Methods & Techniques. New Age International Private Ltd., New Delhi.
4. Newman W L. (2006) Social Research Methods: Qualitative and Quantitative Approaches. 5th edition. Allyn and Bacon. Boston; London
5. Beri G C. (2000) Marketing Research. 3rd Ed. Tata McGraw Hill Publishing Company Ltd. New Delhi

14MS3049 SAFETY AND RISK MANAGEMENT

Credits: 2:0:0

Course Objectives

1. To educate students on risk and safety areas in a hospital,
2. Create awareness on statutory safety requirements,
3. Familiarize management techniques to handle deviations and equip with required responsive skills and techniques for disaster mitigation

Course Outcomes

By end of the course the student will be able to,

1. Differentiate external and internal areas of risk in a hospital set up,
2. Understand monitoring and management of safety requirements utilize management techniques to handle critical safety and risk scenarios,
3. Forecast and plan response methods for a hospital in case of violations.

Course Description

This course covers topics such as security sensitivity in a hospital, security management, security audit, hospital acquired infection, control and prevention, high risk procedures, fire hazards and prevention, structural planning and design, radiation protection and safety, radioactive waste disposal, environment clearances. The course also touches upon disaster management, classifications, principles of disaster management planning, objectives and needs for hospital disaster plan.

Reference Books

1. G.D. Kunders, Hospitals – Facilities Planning and Management (2004), Tata McGraw Hill
2. A V Srinivasan, Managing a Modern Hospital (2008), Response Books
3. Shailendra K. Singh, Safety & Risk Management (2006), Mittal Publishers
4. Barbara Youngberg (2010), Principles of Risk management and Patient Safety, Jones and Bartlett Learning
5. Joint Commission Resources Inc (2002), Guide to Emergency Management Planning in Healthcare

14MS3050 STRATEGIC MANAGEMENT IN HEALTHCARE

Credits: 3:0:0

Course Objective

- To introduce the basic concepts and process of strategic planning
- To orient on the application in Healthcare delivery with due importance to environmental analysis.
- To introduce the process, alternatives and selection of strategies, implementation, evaluation and control of strategy.

Course Outcomes:

By end of the course the student will be able to

- Understand the basic concepts of strategic healthcare management,
- Set vision, mission and objectives for healthcare organisation,
- Understand the basis and various approaches to strategic management.

Course Description

This course describes about levels of strategy, strategic management process, external environment analysis, Internal environment analysis, developing strategic alternatives, evaluation of alternatives and strategic choice, Strategic management practices in national healthcare Programs, strategic approach in family planning and welfare Programs.

Reference Books

1. Peter M Ginter (2013), The Strategic Management of Healthcare Organizations, John Wiley and Sons.
2. Charles W L Hill and Gareth R Jones (2012), Strategic Management Theory: An Integrated Approach
3. Fred R David, Strategic Management 14th edition
4. George B Mosely (2009), Managing Health Care Business Strategy, Jons and Bartlett Publishers
5. Edward Freeman (2010), Strategic Management: A Stakeholder Approach, Cambridge University Press

14MS3051 SERVICES MARKETING IN HEALTHCARE

Credits: 3:0:0

Course Objective

- Educate participants on the importance of marketing of health care services,
- Introduce the concepts of marketing, sensitization to consumers needs and behavior patterns,
- To understand social marketing and implementation, realize ethical issues in marketing health care services.

Course Outcomes:

By end of the course the student will be able to,

- Accept marketing as a managerial process and use it in health care,
- Apply marketing functions without ethical compromise, perform market research, consumer analysis and target relevant services
- Use social marketing techniques to make health care accessible to the masses.

Course Description

The course aims at creating awareness and inquisitiveness in the minds of the participants in marketing health care services and understanding the behavior of its consumers. The course covers topics such as application of marketing in health care, market analysis, service marketing strategy, designing health care services, channel management, franchise management, promotional campaign design, service demand and capacity management, consumer behavior.

Reference Books

1. Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizations (Prentice Hall Publication)
2. Bhattacharya. C., Services Marketing, Excel Books, New Delhi, 2006.
3. Ravi Shankar, Services Marketing (Indian Perspective), Excel Books New Delhi, 2004.

4. Christopher Lovelock & Jochen Wirtz, (2004) Services Marketing (People, Technology and Strategy), Pearson Education, New Delhi,
5. Kapoor (2011) Services Marketing Concepts and Practices, Tata McGraw Hill

14MS3052 ETHICS IN HEALTH CARE ORGANIZATIONS

Credits: 3:0:0

Course Objective

- Foster critical awareness of the student's values and the underlying ethical concepts, promote competence in moral reasoning
- Developing skill in applying basic ethics, concepts, including identifying, analyzing, and resolving ethics conflicts,
- Explore various ethical issues encountered in health care management.

Course Outcomes:

By end of the course the student will be able to,

- Demonstrate the application of ethical practices in health care,
- Appreciate the importance of values and moral reasoning,
- Discriminate ethical conflicts and ably solve issues.

Course Description

The course will focus on both recognizing and responding to contemporary ethical topics in health care management. It will explore the application of moral reasoning, based on various ethical theories to health care concerns encountered by health care administrators, policy makers and clinicians. The course will demonstrate practical application of philosophy and specifically, moral reasoning to ethical conflicts in health care organizations. Emphasis will be on critical thinking, real-world application, and decision-making in a professional environment.

Reference Books

1. Darr K, (2004), Ethics in Health Services Management. Baltimore: Health Professions Press.
2. Weber L J, (2001), Business Ethics in Healthcare. Bloomington: Indiana University Press.
3. S.A.Pera, Susara Van Tonder (2005), Ethics in Healthcare, Juta and Company Ltd
4. Peter Duncan (2009) Values, Ethics and Healthcare, SAGE
5. Robert T Hall (2000), An Introduction to Healthcare Organizational Ethics, Oxford University Press.

14MS3053 QUALITY MANAGEMENT IN HEALTHCARE

Credits: 3:0:0

Course Objective

- To understand the need and importance of quality management
- To develop skill to set standards / benchmarks
- Use quality audit to measure standards and outcome of care

Course Outcomes:

By the end of the course, the student will be able to:

- Know the process of managing quality as an institutional philosophy in healthcare organizations
- Develop skills to apply quality concepts
- Apply tools to analyze patients' expectations and satisfaction.

Course Description

The course will describe about the History, Need and Importance of Quality Management, Quality Vs Productivity Vs Profitability, Major Components in Quality, Quality Management Process, Healthcare Quality, Patient Satisfaction, Rights and Responsibilities of Patients, Satisfaction and Delight, Quality Indicators of Patient Satisfaction, Clinical Quality, Measuring Quality, Quality Policy: Commitment to Patients and Staff, Code of Conduct for Health Professionals, Job Description of Quality Manager, Quality Council, Quality Teams: Task Force, Quality Circle, ISO Certification; BS Mark, Accreditation: JCI, Quality Awards Scheme

Reference Books

1. Hugh C. H. Kogh, Total Quality Management in Health Care, Longman Publication, ISBN 0582 04696.
2. Roger Ellis and Dorothy Whittington, Quality Assurance in Health Care – A Hand Book, Edward Ainoi, London, ISBN 0-340-55273-5
3. Helga Drummond, The TQM Movement – What Total Quality Management is Really All About, UBS Publishers New Delhi.
4. Donald Lighter Duglas C Fair (2004), Quality Management in Healthcare Principles and Methods, Jones and Bartlett Learning
5. Prathibha Varkey (2010), Medical Quality Management Theory and Practice, Jones and Bartlett Learning

EMBA SYLLABUS

14MS3054: ECONOMIC ANALYSIS FOR EXECUTIVE DECISIONS

Credit: 3:0:0

Economic decision analysis is a process that seeks to assess the efficacy of the decision-making models used by a given business, based on how those decisions impact the operational, economic, and strategic well-being of that business. To this end, this course, will equip the students to evaluate how certain decisions have enhanced or hampered the ability of the company to function within its industry, the gains or losses in revenue generated by the decision, and both the long-and short-term impact of the decision on the future prospects of the business. Considered one of several key forms of business analysis, this approach can often aid in identifying strategies that have served the company well in certain situations, while also providing important data that can help the company avoid repeating past mistakes.

Key Module Leads:

Concepts of Micro and Macro Economics - Demand Analysis and Forecasting - Cost Concepts - Money and Capital Markets in India - Public Finance Infrastructure – Market analysis – Demand Supply Prospective Decisions.

14MS3055: BUSINESS RESEARCH DECISION MAKING

Credit: 3:0:0

The course focuses on the analysis of business problems and the use of scientific research as a problem-solving tool. This encompasses the understanding and application of appropriate research designs, research statistics and the use of the computer for data analyses, and report writing and presentation. Students are expected to complete exercises so as to invigorate their understanding on topics discussed.

Key Module Leads:

Research Design and Measurement - Data Collection - Data Preparation and Analysis – Statistical tools; Statistical Packages -Report Design, Writing - Ethics In Business Research

14MS3056: STRATEGIC BUSINESS MODELS

Credit: 3:0:0

This course lays its emphasis on threadbare analysis of business strategy formulation for each individual unit of the firm, corporate strategy, and implementation of these strategies. Strong foundational exposure on strategies that coordinate and integrate the individual functional strategies such as manufacturing, marketing, sales and finance, will be the seminal learning. At the end, the students can be able to recollect the various models and can make right choices for executing right decisions.

Key Module Leads:

Introduction - Industry value system - Strategy: the building blocks - Competitive dynamics - Contemporary challenges and research questions – Decisions grounded on models.

14MS3057: STATISTICAL ANALYSIS FOR MANAGERIAL DECISIONS

Credit: 3:0:0

This course will strengthen participants' analytical mindset, knowledge on statistical tools, management acumen, and interpersonal skills, thereby preparing managers to build effective teams, resolve strategic problems, drive change through the organization, and ultimately get to the next level by making sound decisions using quantitative information.

Key Module Leads:

Basics of statistics - Application of statistical tools – Management decision criteria – Quantitative decisions – Importance of quantitative measures in Sampling - Statistical Testing - Hypothesis Testing - Formal Statistical Tests – Operational Research Methods and Decisions.

14MS3058: CORPORATE GOVERNANCE AND CITIZENSHIP

Credit: 3:0:0

Corporate governance, the set of policies, processes and customs by which an institution is directed, is a topic of increasing importance in strategic management. How a company is governed influences rights and relationships among organizational stakeholders, and ultimately how an organization is managed. This course teaches the fundamentals of Corporate Governance from a variety of angles – the board of directors, senior management, investors, the media, proxy advisors, regulator and other stakeholders – and focuses on assessing the effectiveness and execution of governance roles and responsibilities.

Key Module Leads:

Eastern and Western Ethical Thought and Business Practices - The way of moral action - In the Marketplace - The World of Finance -Corporate Social Responsibility - Challenges of Environment - Challenges of Cyber Age - Challenges of Unresolved Problems - Human Quality Development.

14MS3059: MANAGING CHANGE AND COMPLEXITIES THROUGH STRATEGY AND INNOVATION

Credit: 3:0:0

Growth of any measure will naturally bring in loads of complexities and change pangs. Managing these concomitant challenges need strategic approach, empowered through innovation and dynamism. This course will unleash a fresh method of participant centric learning through examination and application of behavioural, cognitive, and constructivist theoretical frameworks underlying the design and development of advanced technology-enhanced learning environments.

The practical hands on exposure to such issues through simulation, videos, on line and live cases will enthrall the participants all through the course period to learn and assimilate the strategies for implementation at a later stage of organisation as it goes through change and complex environments.

14MS3060: BUSINESS ANALYTICS AND INTELLIGENCE FOR CREATING AND SUSTAINING VALUE

Credit: 3:0:0

In this course, you will learn to identify, evaluate, and capture business analytic opportunities that create value. Toward this end, you will learn basic analytic methods and analyze case studies on leading organizations that successfully deployed these techniques. In the first part of the course, we focus on how to use data to develop insights and predictive capabilities using machine learning, data mining and forecasting techniques. In the second part, we focus on the use of optimization to support decision-making in the presence of a large number of alternatives and business constraints. Finally, throughout the course, we explore the challenges that can arise in implementing analytical approaches within an organization. The course emphasizes that business analytics is not a theoretical discipline: these techniques are only interesting and important to the extent that they can be used to provide real insights and improve the speed, reliability, and quality of decisions. The concepts learned in this class should help you identify opportunities in which business analytics can be used to improve performance and support important decisions.

14MS3061: LEADERSHIP FOR NEW AGE BUSINESS ENTERPRISES

Credit: 3:0:0

To maintain competitive advantage and sustain success in a fast-changing business environment, organizations must identify, nurture, and prepare the next generation of high-performance leaders for excellence. Executive Leadership Development will be the focus of this critical course. Contemporary case studies and simulated environment will form the base for critical analysis and decision making in extreme situations being presented in this course. Analysis to Action is designed for the emerging leader who will navigate the firm through tomorrow's business challenges, brimming with new age workforce and extraordinarily well informed customers.

14MS3062: PERSONAL FINANCE, BRAND, WORK-LIFE AND VALUES MANAGEMENT

Credit: 3:0:0

The objective of this course is not to follow a specific recipe for leadership development, but rather to learn how to "cook for yourself" by refining a set of personal traits to solve problems independently and to lead with confidence. Though the Executives of current genre have a fair understanding of corporate environment, the simple yet critical challenges surrounding their personal life in terms of finance, balanced life, personal brand, ethics and values are still a burgeoning puzzle for them. The methodology of this course will burst the myths and unleash a fresh lease of life for the energetic and enthusiastic executives. Participants will leave the program with sharpened analytical skills, a better self-awareness of how they are perceived as leaders, and a fresh and informed perspective on accomplishing their individual leadership objectives.

14MS3063: GLOBAL BUSINESS STRATEGY, PRACTICES AND IMPLEMENTATION

Credit: 3:0:0

This course examines selected topics in formulating business strategy in a global setting. In this course we examine global strategy issues. We begin with the forces that determine the international competitiveness of a firm and industry. This analysis leads us to further examination of nation-specific, region-specific, industry-specific, and firm-specific factors that determine competitiveness. To deepen our understanding of this theoretical framework we will look at several key European and Indian countries and analyze their economies, institutions, industries and firms. We then develop a basic conceptual framework to formulate and implement business strategy in a global setting. The lectures and data analysis are designed to provide depth into selected topics such as knowledge management, finance, marketing and operations in a global setting.

14MS3064: STRATEGIC MARKETING DECISIONS

Credit: 3:0:0

The focus of Strategic Marketing Decisions is on the role of Marketing in building and sustaining an organisation's competitive advantage in a global context. Specifically, the module considers how, in such a dynamic environment, competitive advantage might be developed through innovative data- and technology-driven marketing. How customer insight relates to the development of value propositions, mixed with using Internet technologies to do and measure marketing, is the focus of the module.

Key Module Leads:

Introduction to Marketing - Changes in Marketing - Customer Insight - Data-driven marketing - The Value Proposition - What is important in Marketing - Digital Marketing: Front-office - Digital Marketing: Back-office - Measuring Marketing Effectiveness - Small Business Marketing

14MS3065: MARKETING RESEARCH METHODS

Credit: 3:0:0

The main objective of conducting marketing research is to enable decision makers to make better decisions than if the latter were based only on intuition and guesses. At the heart of marketing research is information which facilitates the decision making process.

In this module we focus on the collection and use of information in marketing research but pay particular attention to the context of the problem. You will also have the opportunity to learn some transferable skills that relate to gathering and using information for business intelligence and decision making.

Key Module Leads:

Marketing research and its link with marketing and the marketing context - The process of market research; gathering and using marketing intelligence - Sources of data and fusing business and marketing intelligence information - Data collection methods - Qualitative research methods - Exploring and analysing qualitative research - Quantitative research methods - Techniques for exploring and analysing quantitative data I - Techniques for exploring and analysing quantitative data II - Experimentation and conjoint analysis in marketing research - Marketing research in action I - Marketing research in action II.

14MS3066: BRAND LEADERSHIP MANAGEMENT

Credit: 3:0:0

Brand Leadership is a management tool senior managers need to Lead their organizations. This module equips students with theoretically informed yet practically useful expertise in conducting high-quality, Leading-edge research on brands. Apart from a foundational overview of qualitative and quantitative social scientific methodologies, students will be able to develop in-depth knowledge and hands-on experience in the most useful and practical techniques for brand research.

Key Module Leads:

Understand the organization's core brand-building strengths. - Ensure that the organization's brand possesses a distinctive point of view. - Encourage a well-structured set of brand identities. - Establish consistency as a priority in communicating the brand's voice. - Build brand Leadership throughout the organization.

14MS3067: NEW AGE MARKETING

Credit: 3:0:0

New age marketing is an exciting area of marketing practice. In this course, we will cover the what, why, and how of major current approaches, including online listening and monitoring, search engine optimization, search ads, email marketing, and participating in social media.

In addition to those specific topics, three key messages are woven throughout the course. First, establish habits for keeping up to date on emerging digital technologies relevant to business and to marketing. Second, rise to the challenge of developing strategy to guide tactics. Third, identify data sources that allow you to define and track performance indicators for your digital marketing activities.

The course is designed to get you to think like a digital marketing professional, and to give you experience with industry-relevant hands-on assignments and exercises.

Key Module Leads:

Introduction to New age marketing strategies - Digital Marketing strategy and Target Markets - Digital Listening and Learning - Reaching audience through Digital channels and search - Building value through Digital interaction.

14MS3068: CONSUMER BEHAVIOUR TRENDS

Credit: 3:0:0

This course will develop the skills necessary to conduct independent research and to understand: the psychological impact of various types of media, the psychological processes underlying consumer behaviour, the psychology of consumer preferences, psychological theories of attitude change, persuasion, and influence; the psychology of branding, and behavioural economics in the current context.

Key Module Leads:

Early theories of decision making: the classical economic model and the rational human - Psychology in decision making: traditional approaches - Psychology in decision making: cognitive psychology and information processing - The irrational human: heuristics and rules of thumb - Framing and social influencing techniques - Priming and the unconscious revisited - Practical strategies used by marketers - Pricing strategies: how retailers influence consumers - Individual differences in consumer preferences - Legal issues in manipulating consumer choice.

14MS3069: STRATEGIC COST MANAGEMENT

Credit: 3:0:0

Strategic cost management deals with measuring and managing costs and aligning them to the business strategy. The cost and management accounting information thus developed would help managers to understand and implement the strategy, diagnosis the performance and influence behaviour and decisions.

Key Module Leads:

Relevant costs for different decision-making situations - Activity-based costing and management and customer profitability analysis - Cost management (Target Costing, Life Cycle Cost Management) - Costing systems and relationship with profit centres/SBUs - Issues related to transfer pricing and profitability. - Budgeting & Beyond - Performance evaluation using strategic variance analysis - Role of costing in managing organizational performance

14MS3070: FINANCIAL STATEMENT ANALYSIS FOR DECISION-MAKING

Credit: 3:0:0

This course is designed to prepare you to interpret and analyze financial statements effectively. This course explores in greater depth financial reporting topics introduced in the core course in financial accounting and also examines additional topics not covered in that course. The viewpoint is that of the user of financial statements. This course is designed primarily for students who expect to be intensive users of financial statements as part of their professional responsibilities.

Key Module Leads:

What Is Financial Statement Analysis? - Overview of Financial Reporting – Decisions to be made - Balance Sheet Analysis-Asset Analysis - Income Statement Analysis - Pro-forma Earnings - Statement of Cash Flows - Profitability Analysis-Using ROA and ROCE - Risk Analysis - Equity Analysis - Income Taxes - Assets and

Liabilities On and Off-Balance Sheet: Operating and Capital Leases - Introduction to Pensions and Post-Retirement Benefits

14MS3071: CORPORATE BUSINESS VENTURING

Credit: 3:0:0

This course will equip you to: Differentiate between corporate venturing and entrepreneurship Leading to the creation of new business ventures; Compare and contrast professional managers, entrepreneurs and corporate venturers; Evaluate the importance of entrepreneurial Leadership to corporate success, risk taking and risk management in such ventures.

Key Module Leads:

Expansions-Categories; Diversifications – Associated Risks and Risk Management and Mitigation- Barriers and obstacles to corporate venturing in the corporate context; Leadership and team management skills in corporate venturing; Financial analysis and strategic inputs in venturing.

14MS3072: MERGERS, ACQUISITIONS AND REORGANISATION

Credit: 3:0:0

The course is aimed at the better understanding of companies' motives to merge and acquire the others; it also provides the students with the methodology of valuation and the principles integration of companies in the processes of mergers and acquisitions.

Key Module Leads:

Introduction and Theory - Deal Structure - Shareholder consent - Merger agreements; due diligence; earn outs - Contract law issues - Sale by majority shareholder and appraisal - Exclusive appraisal versus the fairness test - Unsolicited bids and takeover defences - Protecting incumbents; contracting for loyalty - State anti-takeover statutes - Selling the company - Getting the best price - Bonding performance.

14MS3073: CORPORATE TAXATION

Credit: 3:0:0

To acquaint the participants with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices; to introduce practical aspects of tax planning as an important managerial decision-making process; to expose the participants to real life situations involving taxation and to equip them with techniques for taking tax-sensitive decisions; to update the participants on current topics/debatable issues involving direct and indirect taxation.

Key Module Leads: Direct Tax - Income Tax Act and rules - Indirect Taxes - Central Excise and CENVAT - Customs Duty - Service Tax - Central Sales Tax and VAT - Primer on GST

14MS3074: ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES

Credit: 3:0:0

To acquaint the students with issues relate to the processes of organizational change and development; to prepare them as organizational change facilitators using the knowledge and techniques of behavioural science.

Key Module Leads:

Understanding Change: Nature, Forces, Types and Importance; Change Management challenges; Organizing for Change; Change Levers; Key roles of organizational change; Building a culture of change, Steps in change Management; Manager as a change agent. Underlying assumptions and value in OD; Foundations of organization

Development. Issues in Consultant – Comprehensive interventions: Confrontation Meeting, Grid OD, Survey feedback; Structural interventions: Self-managed teams, Fundamental Strengths of OD; Future of OD.

14MS3075: MANAGING NEW AGE WORKFORCE FOR PERFORMANCE

Credit: 3:0:0

Explosion of youthful workforce and the concomitant preference of the lot over aging work force have brought altogether different sort of challenges to the current crop of managers and why not leaders also. A course on the practical guide to managing the generation Y workforce will go a long way in equipping you to deal with the potential yet underperforming workforce.

Key Module Leads:

Defining the current workforce – reasons for the reduction in average age of workforce – Industries, sectors and economies facing this crisis; Dealing with the smartest: The leadership lessons, Theories to avoid; To embrace-Merits and Demerits – Performance Management – New Formula – Issues and resolve of managers.

14MS3076: STRATEGIC HUMAN RESOURCE DEVELOPMENT

Credit: 3:0:0

The objective of the course is to develop the perspective of strategic human resource management. Specifically the course has the following objectives: a) Distinguish the strategic approach to human resources from the traditional functional approach. b) Understand the relationship of HR strategy with overall corporate strategy. c) Understand the strategic role of specific HR systems. d) Appreciate LEADS in the context of changing forms of organization.

Key Module Leads:

Business Strategy and Organizational Capability - Global Environment of HR: Change & Diversity - SHRD: Aligning HR with Corporate Strategy - SHRD: Universalistic, Contingency and Configurational Approaches - Strategic HR Planning Acquisition and Development - Corporate Strategy and Career Systems - Managing Employee Relations: Unions and Strategic Collective Bargaining - Change, Restructuring and SHRD - Corporate Ethics, Values and SHRD - Competencies of HR Professional in a SHRD Scenario - Evaluating the Effectiveness of SHRD

14MS3077: WORK LIFE BALANCE AND IMPACT MANAGEMENT

Credit: 3:0:0

This course examines major issues in work and family, the ability to manage the personal and career challenges at various stages of life. Specifically the challenges faced by the working women and the problems associated with micro-nuclear family set up, ego, stress and dwindling performance and high demands.

Key Module Leads:

Quality of work life – Performance management; Correlation between peaceful family and contribution to organizational growth - the rise in women's labor force participation and the movement of women into high-wage work, earnings discrimination, occupational segregation, time-management and work/life conflicts, the economic value of stay-at-home moms, the economics of child care, and the role of public policy.

14MS3078: LEADING GROWING ORGANIZATIONS

Credit: 3:0:0

When organizations grow, the associated pangs at times become unbearable for the employees at large. Leaders at the top especially feel the heat and to say the least rendered unwanted. How they deal with this inevitable issue. This course of your choice teaches you the essentials in order to gain control and if not Competitive Advantage.

Key Module Leads:

Growing organizations and pangs of growth - Competitive Advantage Through People - Diagnostic Approach: Congruence Model - Leadership - Leadership Development - Organizational Culture - Global Perspectives - Leading Organizational Change – Geometrical growth - Change Simulation – Scalar chains and controls.

14MS3079: VALUE ENGINEERING AND COMPETITIVE OPERATIONS STRATEGY

Credit: 3:0:0

Value Engineering introduces students to the fundamental principles of emerging areas in the life cycle of the built environment. This course teaches a framework, methods, and tools that can be applied to decision making in the design, construction, operation, and maintenance of the built environment, particularly when quality, cost, and reducing the environmental impact of construction and construction activities is a goal. The course includes value engineering principles, life cycle cost and decision analysis. Topics include the principles, case studies of applications, methods and competitive strategies in operations.

Key Module Leads:

Defining value; overview of value engineering - Project Scope and Budget - Project budget; capitalized value - Determining value through cost, market, and income approaches - Models for value engineering - Economic models: benefit/cost analysis; life cycle cost - Function analysis and FAST diagrams - Weighted evaluation and decision analysis techniques - Operations Strategy & Competitiveness - Dynamic Markets & Generic Strategies - Product /Service Profiling - Operations Strategy Implementation - Manufacturing Infrastructure Development - Investments Decisions

14MS3080: SUPPLY CHAIN MANAGEMENT TRENDS

Credit: 3:0:0

The course will explore the major elements of the supply chain. The student will be exposed to Leading edge thinking on supply chain strategy as well as practical tools and methods for its implementation.

Key Module Leads:

Supply Chain Management Principles and the Customer - Supply Chain Networks and Organizations - Product Life cycle Implications to Supply Chains - Forecasting and Inventory Management - Supply Chain Processes - Supply Chain Information Systems - Supply Chain Performance and Metrics - Lean Supply Chains - Green Supply Chains - Risk Management - Legal and Ethical Issues.

14MS3081: SERVICES OPERATIONS MANAGEMENT

Credit: 3:0:0

This course is an introduction to the concepts, principles, problems, and practices of successful service operations management. Emphasis is focused on preparing students to identify and apply appropriate management processes to ensure efficient, effective, and quality oriented service operations, while achieving operational excellence.

Key Module Leads:

The role of services in the economy, strategic positioning and internet strategies, environmental strategies, new service development process, managing service expectations, front-office & back-office interface, service quality, yield management, waiting time management, and site selection.

14MS3082: SUSTAINABLE QUALITY LEADERSHIP

Credit: 3:0:0

This course distinctively focuses on sustaining the quality themes enunciated in the company at various levels and ensure and equip the participants to learn and deal with the quality issues arising out in the long term.

Key Module Leads:

Quality management frameworks. Principles and philosophies – Statistical quality control; Process capability, Tools and techniques – Quality systems and implementation; Long term goals, Issues; Leadership attainment and sustenance – Systems, Applications and Limitations.

14MS3083: OPERATIONS RESEARCH METHOD**Credit: 3:0:0**

Operations research helps in solving problems in different environments that need decisions. The module covers topics that include: linear programming, Transportation, Assignment, and CPM/ MSPT techniques. Analytic techniques and computer packages will be used to solve problems facing business managers in decision environments. This module aims to introduce students to use quantitative methods and techniques for effective decisions-making; model formulation and applications that are used in solving business decision problems.

Key Module Leads:

Introduction to Operations Research (OR) - Introduction to Foundation mathematics and statistics - Linear Programming (LP), LP and allocation of resources, LP definition, Linearity requirement - Maximization Then Minimization problems. - Graphical LP Minimization solution, Introduction, Simplex method definition, formulating the Simplex model. - Linear Programming – Simplex Method for Maximizing. - Sensitivity Analysis: Changes in Objective Function, Changes in RHS, The Transportation Model - Basic Assumptions. - Solution Methods: Feasible Solution: The Northwest Method, The Lowest Cost Method; Optimal Solution: The Stepping Stone Method, Modified; Distribution (MODI) Method. - The Assignment Model

14MS3084: STRATEGIC FOUNDATIONS OF ENTREPRENEURSHIP**Credit: 3:0:0**

This is an introductory course, providing a sound base to both the understanding of entrepreneurial activity and possibilities and the study and practice of entrepreneurship. The word entrepreneur originates from the French word, *entreprendre*, which means “to undertake.” In a business context, it means to start a business. The Merriam-Webster Dictionary presents the definition of an entrepreneur as one who organizes, manages, and assumes the risks of a business or enterprise. The great majority of successful businesses start with either a new idea (trying to turn an invention into an innovation), or the application of an old idea in a new way (an innovation), or a better implementation of either of the above (imitation and mimetic, still laced with innovation).

Key Module Leads:

An introduction to the economics of entrepreneurship - Defining and understanding change in the entrepreneurial context - The role of creativity in entrepreneurship - How do we recognize the entrepreneurial opportunity? - Market research in the entrepreneurial startup - Finance for Entrepreneurs - Accounting for Entrepreneurs - Finding capital for your venture - The Business Plan - Legal issues for the entrepreneurial startup: forms of ownership - Intellectual property: defining it and defending it - Social capital and human capital in the startup - Organizing and managing the new venture team – Managing growth - Exit and harvest.

14MS3085: BUSINESS START-UP PRACTICUM**Credit: 3:0:0**

This course seeks to provide an understanding of business planning techniques that transform ideas into viable commercial businesses. Students will conduct the market, organizational, operational, strategic and financial analyses that are required to produce a venture concept and an actionable business plan. Participants will study firms’ business planning efforts as well as create a business plan during the practicum.

Key Module Leads:

Ideas and Opportunities - Risk Assessment - Market Analysis - Value Propositions - Business Models - Resource Assessment - Financial Analysis - Business Model Testing - Business Model Redesign - Business Plan Analysis and Remediation.

14MS3086: LEGAL ASPECTS IN ENTREPRENEURSHIP**Credit: 3:0:0**

The overarching purpose of legal aspects of entrepreneurship is to prepare students to meet the legal and regulatory challenges and opportunities they can expect to encounter as entrepreneurs, venture capitalists, and managers of private and public businesses. The course provides a conceptual framework for understanding both the societal context in which businesses are organized and operate, as well as the various legal tools available to managers engaged in evaluating and pursuing opportunities. Legal aspects of entrepreneurship will offer strategies and tactics for working with counsel to use the law as a positive force to increase realizable value while managing the attendant risks and keeping the legal costs under control.

Key Module Leads:

Introduction to the Legal Dimensions of Business – Increasing and Capturing the Value of Knowledge Asset - Marshalling Human Resources - Raising Financial Capital - Anticipating and Managing Risk.

14MS3087: INTRAPRENEURSHIP VENTURING**Credit: 3:0:0**

This course endeavours to unravel the myths behind the becoming and unbecoming of Intrapreneurs, a rare business creature at large, in the current business society. Most of the talented top level executives never look beyond the company or at best beyond the industry as highly esteemed employee. A very few have the courage to undergo a sort of metamorphosis to venture into business on their own after learning enough tricks of the trade. This course deals with the nuances and principles to be kept in mind while doing this off the beaten track effort.

Key Module Leads:

Intrapreneurial behaviour - Professional managers, entrepreneurs and intrapreneurs - Leadership and change management in the entrepreneurial organisation - Mechanisms for facilitating corporate venturing - Barriers and obstacles to intrapreneurial behaviour - Managing the political environment – the role of the product champion - Building an entrepreneurial culture - Managing R&D and innovation in corporate ventures - Corporate venturing and business development - Advantages and disadvantages of intrapreneurship venturing.

14MS3088: ENTREPRENEURIAL FINANCING**Credit: 3:0:0**

The objectives of the course are to build your skills, frameworks and knowledge in entrepreneurial finance. The skills and frameworks are similar to those employed in traditional corporate finance, but are, of necessity, more focused on cash flow, returns and recognizable value. The context of entrepreneurial finance is different than that of traditional corporate finance. Most companies are at a relatively early stage of maturity and, by definition, are not publicly listed on exchanges. Entrepreneurial Finance is of growing importance every year, both domestically and internationally.

Key Module Leads:

Overview of Entrepreneurial Finance - Opportunity Assessment and Creation. - Venture Capital Funding and Valuation – Opportunities and options - Growth and Exit Strategies.

14MS3089: BUSINESS TRENDS AND STRATEGIC DECISIONS

Credit: 3:0:0

This paper reinforces the integration of skills across functions, but concentrates on developing the knowledge and skills used in designing and implementing strategy. Strategy is developed in a context, and understanding how the organisation's external environment and stakeholders affect strategy development is important. Context and the internal capabilities of the organisation shape the generation and evaluation of strategic options. Implementing strategy involves tools and techniques associated with change management. Finally, the paper requires the application of tools to assist in the evaluation of the performance based on trend projections.

Key Module Leads:

Evaluate the key external factors and trends affecting an organisation's strategy - Evaluate the impact of information systems on an organisation. - Advise on important elements in the change process. - Evaluate tools and methods for successfully implementing a change Program. - Recommend change management processes in support of strategy implementation - Evaluate the process of strategy development. - Evaluate tools and techniques used in strategy formulation. - Evaluate the tools and processes of strategy implementation.

14MS3090: STRATEGIC LEADERSHIP CHOICES

Credit: 3:0:0

Review how leaders have strategically created and affected organizational outcomes. After examining the elements of a strategic planning process, students apply those principles to the creation of a vision/mission/metrics/strategy sequence, focusing on their own organization. Students create a strategic plan, determine specific outcomes it will deliver, and proceed to identify detailed short-term strategic initiatives and their execution. Using pre-determined processes, monitor effect of those initiatives on advancement of their mission statement while ensuring a targeted degree of inspiration, empowerment, innovation, and creativity. Apply sustainability-driven management practices by integrating sustainability across a sample company's organizational operations based on leader and his style of leadership..

Key Module Leads: Strategic Leadership and Management Overview and Analysis - Leadership and Management Theory – Leadership styles – Choices and implications.

14MS3091: ERP AND STRATEGIC DECISIONS

Credit: 3:0:0

An Enterprise Resource Planning (ERP) system is software that runs all business areas of an organization including accounting and finance, HR, sales and distribution, production, purchasing and inventory. It is cross-functional, process-centred, real time, and based on industry best practices, from service to manufacturing to not-for-profit. It is important that business and systems engineers obtain working knowledge of these systems as in their careers they will be ERP users, auditors, consultants, and/or developers.

Key Module Leads:

Evolution of ERP systems, business process reengineering, process mapping, the ERP life cycle, ERP functionality, ERP auditing – Implementation; Stages –Decisions and risk issues.

14MS3092: STRATEGIC FINANCING DECISIONS

Credit: 3:0:0

This course provides the general manager a financial framework that helps in strategic decision making for shareholder value creation. It explains the underlying financial concepts and provides tool kits for assessing corporate strategy through application of Advanced Financial Management concepts. It demonstrates through case studies how to analyze strategic decisions from the point of view of shareholder value creation. Each units also segments the case study with a section of "frequently asked questions" addressing issues that could not be dealt with

in the context of the case but are of interest or concern to general managers as they deal with the overall topic of this course. After doing this unit, you will not only understand how to evaluate operating and financial policies from the point of view of shareholder value, you will also be able to apply prescriptions for creating value.

Key Module Leads:

Investment decisions - Investment decisions under conditions of uncertainty - Types of Investments and disinvestments - Critical analysis of appraisal techniques - Investment Decisions under capital constraints - Strategic Analysis of selected investment decisions - Financing Decisions - Financial Distress.

14MS3093: COMPETITIVE MARKETING STRATEGIES

Credit: 3:0:0

In marketing, anticipating the moves of your competitors is challenging but essential for maintaining a successful strategy. Through Competitive Marketing Strategy, students can learn how to proactively assess competitive action — and reaction — so you can better plan for and develop highly effective, long-term marketing strategies. Through this program, you will learn how to anticipate the moves of your competitors during the planning stages, analyze their strengths and weaknesses, and react meaningfully. By undergoing this course, you will develop a strong working knowledge of competitive marketing strategy and an understanding of the effects of offensive and defensive strategies.

Key Module Leads:

Analyzing Markets and Customers - Marketing Decision Process - Products and Brands - Managing Product Portfolio - Pricing Issues - Pricing and Distribution Strategy - Distribution Strategies – Competitive Marketing Strategies Moves and implications in the Digital Era