

CURRICULUM – RAJAGIRI BUSINESS SCHOOL

GENERAL GUIDELINES

The Management programme of Rajagiri Business School is designed with the objective to prepare the students to be excellent in managerial competence. This Two Years Management Program offers a comprehensive education in management as well as the opportunity to develop competence in a particular area of interest in management. Programme is designed specifically to meet challenging demands of leadership in the globalising world. The broad range of skills and knowledge needed for competent managerial functioning are inculcated among students with utmost care and dedication without diluting ethical and value dimensions.

Programme objectives are thus to provide a general management perspective to the candidates, with an appreciation of the theoretical frameworks, and analytical methods required for functioning effectively and efficiently in a management group and to relentlessly proceed towards excellence in career.

The programme structure contains two parts with a compulsory set of courses covering all foundation areas in management and building a holistic general management perspective, and a set of elective courses with a functional and domain thrust aimed at building the job specific skills and knowledge in the chosen area of management. A strong emphasis is given to project work as a part of the courses offered and to interact with managers from the industry.

The participants should complete a total of 114 Credits that includes 24 core courses with 64 Credits, 14 elective courses with 42 Credits; internship and dissertation of 3 Credits each, over six trimesters each comprising twelve instructional weeks.

Program Structure	
Courses	Credits
Core Courses (24)	66 Credits
Electives (14)	42 Credits
Dissertation	03 Credits
Internship	03 Credits
Total	114 Credits

The specializations are available to students on following streams listed below

1. Marketing
2. Finance
3. Operations
4. Human Resource Management
5. Business Intelligence
6. International Business

For specialisation in any stream, a student needs to complete a total of 15 Credits from an area of specialisations, during the program. The remaining Credits in the elective group can be earned by choosing courses from the other areas of specialisations. If the student is able to complete another 15 Credits in any other area of specialization then student will be awarded dual specialisations. The list of compulsory courses under each elective stream and scheme of cross-linking applicable to certain courses will be finalised before the commencement of the second year by the IQAC. A student can opt for two additional electives from any area of specialization or can undertake a course of independent study (maximum 2 in a program but limited to one per trimester).

Summer Internship (3 Credits)

At the end of the first year, students undergo summer training for a period 60 days with an industrial, business or service organization to experience the executive functions and to learn more about an organization. The student should submit a report to the school in the fourth trimester.

Dissertation Work (3 Credits)

The students are expected to do a dissertation or a problem centric study in the fifth trimester. The duration is kept as 60 hours. The study is expected to have extensive applications of research methodology. The report should be submitted before the completion of the fifth trimester.

Assessment and Evaluation

As per AICTE norms, each three credit course needs involvement of approximately 100 hours of total work, where classroom contact is thirty hours and out of class work is seventy hours. To students are thus need to be assessed and evaluated for both thirty hours of classroom contact and seventy hours of out of class work. (Roughly 2 hours of off-class room work for every hour of class room work) Out of class work involves reading, projects and other assignments/exercises, case study preparation, etc. The following pattern will be followed for evaluating student performance in total 100 hrs.

The evaluation of the students at Rajagiri will be a continuous process to ensure spaced learning and internalization of concepts and skill development. Multiple evaluation components such as end term exams, midterm exams, quizzes, assignments, projects, case reviews, term papers, Library work, presentations etc. will be used by the respective faculty to assess the students. Evaluation can be instructor centric, *Moodle* (Learning Management System) based, centralised by the institution or a combination of all. The following pattern will be adopted for student assessment and evaluation.

Mode of evaluation	Max. Weight
Mid-Term Examination	20%
End Term examination	30%
Assignments, projects, presentations.	25%
Quizzes, class participation etc	20%
Attendance	5%

In principle, attendance has to be made compulsory for all students in all courses. However to accommodate absence on account of exigencies, a percentage of absence of up to 20% in a course is treated as permissible absence, not attracting any penal consequences with prior information of such absences. If the percentage of absence of a student in a course is more than 20% but is equal to or less than 30%, some level of penalty has to be imposed like lowering of one full grade point that secured by the concerned student in that course. Absence of more than 30% may not be allowed in any given course, and that may result in award of a grade of “Fail”, in that course.

The School follows a relative grading system

GRADE	O	A+	A	B+	B	C	D	F	I
Points	10	9	8	7	6	5	3	0	
% of Points of maximum marks	90-100	80-89	75-79	70-74	60-69	50-59	40-49	Below 40	Incomplete

A student will have to score C or above for a pass in individual courses and an overall CGPA of 5.5 or above for obtaining PGDM degree. He / she can have a maximum of 2 courses with D or 1 course with F grade in an academic year. But no ‘I’ grades are permitted for the successful completion of the programme. In case a student fails to obtain any of these requirements, he / she shall repeat the course with the subsequent batches as directed by the authority concerned. However he should complete the course within a period of 5 years from the date of his / her registration.

Guidelines for Course of Independent Study (CIS)

The CIS represents an opportunity to the students to explore a topic in depth in his/her field of concentration or in an area of special interest. It may be on any subject not included in the courses offered by the school or a course on any specific interest to the student. A study of relevant theoretical and empirical literature on a specific topic culminating into a position paper can also be consider with the proper approval of the concerned APGP. The consent from the faculty concerned may be obtained in advance in all such cases. However a student will not be permitted to opt for more than two courses of this kind during the entire program. CIS will be treated as equivalent to an elective course of 3 Credits.

TRIMESTER WISE CURRICULUM OUTLINE

Code	Course	Credit
Trimester 1		
CRT1001	Microeconomics	3
CRT1002	Financial Accounting	3
CRT1008	Individual Dynamics and Leadership	3
CRT1004	Business Communication	2
CRT1009	Business Ethics	3
CRT1006	Business Statistics	3
CRT1010	Management Information System	2
Total Credits (Trimester 1)		19
Trimester 2		
CRT2001	Macroeconomics	2
CRT2008	Group and Organization Dynamics	3
CRT2003	Marketing Management – I	3
CRT2009	Financial Management –I	3
CRT2005	Operations Management – I	3
CRT2006	Cost and Management Accounting	3
CRT2010	Operations Research	3
Total Credits (Trimester 2)		20
Trimester 3		
CRT3001	Marketing Management – II	3
CRT3008	Financial Management –II	3
CRT3003	Human Resource Management	3
CRT3004	Operations Management – II	3
CRT3009	Business Research Methods	3
CRT3010	Legal Environment of Business	2
CRT3011	Introduction to Business Analytics	2
Total Credits (Trimester 3)		19
Trimester 4		
CRT4002	Global Business Environment	2
	6 Electives (6 * 3 = 18 Credits)	18
	Summer internship	3
Total Credits (Trimester 4)		23
Trimester 5		
CRT5001	Strategic Management	3
	5 Electives (5 *3 = 15 Credits)	15
	Dissertation	3
Total Credits		21
Trimester 6		
CRT6002	Sustainable Development and Corporate Sustainability	3

	6 Electives (6 * 3 = 18 Credits)	18
	Total Credits (Trimester 6)	18
	Min Credit from elective courses, X+Y+Z	51
	Total Program Credits	113

ELECTIVE STREAMS OF COURSES

Marketing – List of Electives

Code	Course	Credit
MM008	Services Marketing	3
MM006	Brand Management	3
MM007	Rural Marketing	3
MM010	Introduction to Media and Entertainment Business	3
????	Consumer Culture	2
MM005	Marketing Research	3
MM013	International Marketing	3
MM001	Consumer Behaviour	3
MM011	Sales and Distributions Management	3
????	Semiotics in Marketing	2
MM003	Retail Management	3
MM002	B2B Marketing	3
MM004	Integrated Marketing Communications	3

Finance – List of Electives

Code	Course	Credit
FM007	Financial and Capital Market Services	3
FM002	Commercial Banking and Finance	3
FM010	Financial Modelling using Spread sheet	3
????	Basic Econometrics for Managers	3
FM001	Security Analysis and Portfolio Management	3
FM013	Microfinance	3
????	Project Finance and Capital Budgeting	3
FM005	Financial Derivatives and Risk Management	3
FM011	Strategic Financial Management	3
FM006	International Finance	3

** Financial Derivatives and Risk Management to be offered only after offering Security Analysis and Portfolio Management

Human Resource Management – List of Electives

Code	Course	Credit
HRM003	Organizational Development and Change Management	3
HRM005	Performance Management	3
	Social Psychology of Organizations	2
	Leadership	2
HRM001	Human Resource Development	3
HRM008	Reward Management	3
HRM009	Competency Based Human Resource Management	3
	Coaching	3
HRM004	Strategic Human Resource Management	3
HRM013	Global Human Resource Management	3

Operations Management & Systems – List of Electives

Code	Course	Credit
OM012	Technology Innovation and Future of Work	3
OM005	Service Operations Management	3
	Systems Thinking* (Syllabus - Guest Faculty)	3
OM013	Quality Management	3
	Database Management System	3
	E Commerce	3
OM001	Project Management	3
OM004	Supply Chain Management	3
	Operational Risk Management	2
	Humanitarian Operations Management	2
	Software Project Management	3
	Revenue Management	3
OM010	Game Theory for Managers	3
OM014	Strategic Operations Management	3
	Emerging Trends of IT in Business	3

Business Analytics – List of Electives

Code	Course	Credit
BI011	Business Modelling using R (BMR)	3
BI012	Applied Business Analytics	3
BI013	Introduction to Programming: Python	3
BI014	Introduction to Visualization : Tableau	3
BI015	Social and Web Analytics	3
BI016	Advanced Business Analytics	3

General Management – List of Electives

Code	Course	Credit
GM007	Entrepreneurship and Family Business Management	3
	Introduction to Public Policy	3
	Social Entrepreneurship	3
	Innovation Safari	2
GM009	Managing Businesses in Emerging Markets	3

Trimester 1

CRT1001 MICROECONOMICS (3 Credit)

Objective:

The emphasis in this course will be on application of basic economics principles and topics such as demand analysis, cost analysis, production and pricing under different market situations, pricing practices etc.

Contents

Module- 1

Scarcity and deficiency – the twin themes of economics, the market command and mixed economies, the market mechanism, the invisible hand and perfect competition, the economic role of government, general and partial equilibrium.

Module- 2

Supply and demand analysis: the demand schedule, the demand curve, the demand shift, elasticity of demand, price elasticity of demand, calculating elasticity, income elasticity, cross elasticity, analysis of supply, supply schedule, supply curve, shifts in supply, equilibrium of supply and demand, interpreting changes in price and quantity, simultaneous shift of supply and demand, rationing by prices.

Module- 3

Consumer behavior: choice and utility theory, marginal utility and law of diminishing marginal utility, equal marginal utility per rupee for every good, substitution effect and income effect, the paradox of value, consumer surplus, indifference curve analysis, the equilibrium position of tangency, deriving the demand curve.

Module-4

Production analysis: the production function, total, average and marginal product, the law of diminishing returns, returns to scale, the law of diminishing marginal product, least cost factor combination for a given output, expansion path Analysis of costs: the link between production and cost, short run and long run economies of scale.

Module- 5

Market structure and firm strategy: Features and assumptions of perfect competition, monopoly, monopolistic competition and oligopoly; profit maximization under perfect competition, monopoly and monopolistic competition; oligopoly and game theory, kinked demand curve – Economics of information: Asymmetric information, adverse selection and moral hazard.

Suggested Reading:

1. Paul Keat & Philip K. Young, *Managerial Economics*, Pearson publication, 4th edition
2. William J. Baumol & Alan S, *Microeconomics: Principles And Policy*, Tata Mcgraw hill, 5th edition
3. Robert S. Pindyck, Daniel L. Rubinfeld, *Microeconomics*, Prentice-Hall Series in Economics, 6th Edition

CRT1002 FINANCIAL ACCOUNTING (3 Credit)**Objective:**

The aim of this course is to provide students with an understanding of the basic concepts, principles, procedures and techniques underlying the accounting process so as to equip them with a foundation for studies of other accounting courses in the degree programme.

Contents**Module-1: Financial Accounting Basic Principles and Double Entry Book Keeping**

Differences between Financial Accounting, Cost Accounting and Managerial Accounting - Definitions of Accounting - Business Entity Concept - Money Measurement Concept - Fundamental Accounting Equation - Dual Aspect – Going Concern – Cost Concept - Rules of Debit And Credit - Double Entry Book Keeping – Preparation of Journal - Posting to Ledger - Preparation of Trial Balance – Introduction to GAAP - Indian and International Accounting Standards

Module-2: Adjusting Entries, Completion of Accounting Cycle/Final Accounts

Need for Adjusting Entries – Time period Assumption – Accrual Basis of Accounting – Matching – Conservatism – Consistency – Materiality – Adjustments for Deferrals – Adjustments for Accruals – Completing the Accounting Cycle - - Preparation of Profit and Loss Account (Income Statement) – and Balance Sheet – Closing Entries - Accounting Standards on Presentation of Financial Statements (AS1, AS5 and IAS 1) and Revenue (AS9 and IAS 18)

Module-3: Cash Flow Statement

Understanding Cash From Operations – Direct and Indirect Methods - Cash from Financial Activities and Investment Activities – Preparing Cash Flow Statement using Indirect Method – Accounting Standards on Statement of Cash Flows (AS3 and IAS7) - Understanding final Accounts in the Schedule III Format - Introduction to Current and Non- current Asset & Liabilities as per Schedule III Format- Practical Reading and Understanding of Prominent Industry B/S

Module-4: Inventory, Receivables and Fixed Assets

Special Areas in Accounting – Inventory – Classification, Costing, Accounting and Presentation of Inventory – Accounting Standards on Inventory (AS2 and IAS 2) – Receivables – Types, recognition, valuation and presentation of Receivables – Plant Assets, Natural Resources and Intangible Assets – Cost Principle – Concepts of Depreciation, Depletion and Amortization – Disposal of Plant Assets - Accounting Standards on Plant Assets, Natural Resources and Intangible assets (AS6, AS10 and IAS16)

Module-5: Financial statement analysis

Ratio analysis - time series analysis - common size analysis - DuPont analysis

Suggested Reading:

1. Financial and Management Accounting. *T.S. Reddy, Y Hari Prasad Reddy*. Margham P
 2. Accounting Principles 10th Edition, *Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso*, John Wiley & Sons, Inc.
 3. Intermediate Accounting, 17E, *Earl K. Stice, James D. Stice, K. Fred Skousen*. Cengage
 4. Accounting Text and Cases thirteenth (indian) edition *Robert N Anthony, David F. Hawkins, Kenneth A. Merchant* McGraw Hill Education. (AHM)
- Financial Statements Presentation under Companies Act, 2013 Practitioner's Perspective, ICAI

CRT1008 INDIVIDUAL DYNAMICS AND LEADERSHIP (3 Credit)

Module 1

Definition and place of Organizational Behavior in Management. Hawthorne studies: Social Man. Contributing disciplines of OB: Psychology, Sociology, Social Psychology, Anthropology, Economics. Organizational Behaviour models.

Module 2

Perception: Structural Factors and Functional factors; Organized nature of the Perceptual field; Functional Selectivity of Perception; Interpersonal perception; Impression Management. Mental models, Perceptual errors, Attribution error, Self-fulfilling prophecy. Perception and decision making.

Learning: Learning theories; Classical Conditioning, Operant conditioning, social Learning. Types of learners; Behaviour modification, self-efficacy. Johari Window

Module 3

Personality: Factors influencing personality: Heredity and Environment; Deterministic and Non-deterministic elements in Personality; Stimulus, Response and Free agency. Theories of Personality; Big five, MBTI, Locus of Control, Holland's typology. Career Anchors.

Emotions: Theories; Emotional Labour; Emotional Intelligence. Affective Events theory. Self-awareness and self-management, circumplex model, Job performance and satisfaction, psychological contract, organizational commitment and involvement.

Attitudes and Values: Components of attitudes, Formation of attitudes, Values. Value congruence,

Module 4

Motivation: Content and process theories; Maslow's need hierarchy, ERG theory; 2 factor theory;

Porter Lawler model Expectancy theory, goal setting and feedback, MBO. Hackman and Oldham model: Job design, work space design. Equity theory. MARS model.

Stress and stress management, Rapid change, OD and first generation OD approaches.

Module 5

Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers

Task vs people, Managerial grid, Ohio state studies, Michigan University studies, Contingency theories: Fiedler model, Hersey and Blanchard, Leader member exchange, path goal theory. Charismatic leadership. Transactional and Transformational theories of leadership. Power and Politics.

Text Books

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.

References

1. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley
2. Udai Pareek, Understanding Organisational Behaviour, Oxford Higher Education,
3. Mc Shane & Von Glinov, Organisational Behaviour, Tata Mc Graw Hill
4. Hellrigal, Slocum and Woodman, Organisational Behavior, Cengage Learning
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, Tata McGraw Hill

CRT1004 BUSINESS COMMUNICATION (2 Credit)

Objective:

The objective of this course is to equip students with basic and advanced tools for effective business communication in contemporary business requirements. They should be able to develop the skills that are needed to succeed, such as using ethical tools, working collaboratively, observing business etiquette, and resolving workplace conflicts and plan successfully for and participate in meetings and conduct proper techniques in telephone usage.

Contents

Module-1

Introduction to Communication - Scope, Relevance and Importance of Communication , Nature, Elements, Types and Definitions of Communications - management Communication- Case Analysis Approach, Principles and Process of Communication, Channels of Communication, Non-Verbal Communication & Body Language, Barriers to Communication, Overcoming Barriers to Communication, Role of Communication Networks Listening, Art of Conversation, Communication Aids & Media mix, Issues of Cross Cultural Communication, Communication and Managers.

Module-2

The objective of the section is that students should be well versed in Letter writing, Business and Technical Report writing, drafting Business Proposals and Business Mails.

Module-3

Use of articles, Prepositions, Punctuations and other mechanics of construction

Module 4

Planning & Writing Business Messages, Writing Routine & Positive Messages, Writing Negative Messages, Writing Persuasive Messages, Writing Messages for Electronic Media, Communicating Information through Visuals, Planning Reports and Proposals, Memorandum Writing, Netiquettes; Email – Importance of Email etiquettes, conveying the right information, using email features correctly and email management, Introduction to Outlook express

Module-5

Management presentations, Types of presentation-video conferencing, participation in meetings (marketing/Sales/ Press etc)–chairing sessions-conferences, Application of Powerpoint, Prezi, flash etc, Evaluation of Business Proposals through Oral Presentations / Business Proposal Speech

Suggested Reading:

1. Mary Ellen Guffey, Essentials of Business Communication, South - Western College Publishing, 6th edition
2. Courtland L. Bovee, John V. Thill, Barbara E. Schatzman, Business Communication Today, Publisher: Prentice Hall
3. John Thill, Courtland L. Bovee, Excellence in Business Communication, Prentice Hall, 6th edition

CRT1009 BUSINESS ETHICS (3 Credit)

Objective:

Business Ethics discusses the theories of ethics and corporate governance, and explains how they can be applied in various business situations with a view to:

- To familiarize the learners with the concept and relevance of Business Ethics in the modern era.
- To enable learners to understand the scope and complexity of Corporate Governance in the global and Indian context.

Module I

Introduction – Ethics and Morality, Ethics and Law, Business Ethics- Importance and Benefits, Ethical Theories, Values and Its Relevance in Management, Various Approaches to Ethics

Module II

Ethical Corporate Behavior, Ethical leadership with Examples, Ethical Decision Making, Work Ethics, Ethics and Cultural issues, Environmental Ethics, Ethical Dilemma

Module III

Ethics in Functional Areas: Product Development, Marketing, Finance, Human Resource Management and Technology Management

Module IV

Corporate Governance, Desiderata of Corporate Governance, Corporate Governance Initiatives in India and Abroad, Benefits to Society, Benefits to Corporations, Corporate Governance Failures with Examples, 'Good' Corporate Governance

Module V

Corporate Social Responsibility, Theoretical Justification for CSR, Models for Implementation of CSR, Scope of CSR, Advantages of CSR, External Standards on CSR, Social Audit

References

1. Feranando A.C., *Business Ethics and Corporate Governance*, Dorling Kindersley (India) Pvt. Ltd, Noida
2. Manisha Paliwal, *Business Ethics* Newage International press. New Delhi.
3. Patyrick J. A. & Quinn J. F. *Management Ethics*, Response Publishing, New Delhi.
4. Sherlekar, *Ethics in Management*, Himalaya Publishing, New Delhi.

CRT1006 BUSINESS STATISTICS (3 Credit)

Objective:

The objective of this course is to explain statistical concepts to students. This will help the students to understand various statistical methods used for managerial decision making. The course also intends to introduce statistical tools such as SPSS, MS Excel.

Contents

Module-1

Introduction to measures of central tendency and dispersion, using SPSS to solve problems

Module-2

Univariate, Bivariate and Multivariate Distributions, Correlation and Regression, Different Measures of Correlation, Covariance, Karl Pearson's Correlation Coefficient, Spearman's Rank Correlation Coefficient, Scatter Diagram, Regression Lines, Regression Coefficients, Coefficient of Determination

Module-3

Probability: Random variables, Sets, Permutation and Combination, Different Approaches to Probability, Sample Space, Events, Operations of Events, Marginal, Joint Probability and Conditional Probability, Bayes Theorem and Application of Bayes Theorem

Module-4

Probability Distributions, Discrete Distributions, Binomial Distribution, Poisson distribution, Continuous Distribution, Normal Distribution and Application

Module-5

Estimation and Testing of Hypothesis: Population Parameters, Sample Statistic, ANOVA, Chi - Squared Distribution, Testing goodness of Fit and Independence of Association.

Suggested Reading:

1. Richard Levin & David S. Rubin, *Statistics for Management*, Pearson Education, 6th edition
2. J.K Sharma, *Business Statistics*, Pearson education, 5th edition
3. Naval Bajpai, *Business Statistics*, Pearson Publication, 4th edition

Software Package:

Microsoft Excel/ SPSS to solve most of the problems involved in the course

CRT1010 Management Information Systems (2 Credit)

Course Objectives

The course is intended to provide students with an introduction to the use of office automation software, to improve their productivity and presentation skills.

Upon completion of this course the student should be able to understand the components and types of computer-based information systems and describe the role of information systems in decision making.

Module I: Office Automation, MS-Word and MS PowerPoint

Office Automation, MS-Office suite of software. Word Processing - MS Word, formatting, format painter, font, paragraph, tables, headers & footers, page layout, mail merge, track changes, and review shared documents.

Presentation graphics software, MS PowerPoint, create presentations, work with graphics and media, and deliver a presentation

Module II Introduction to Information Systems:

Need of Information in Managing Business; Evolution of Information Systems; Information and Control Systems; Classification of Information Systems;

Business Process Design - Components of Information Technology: Computer Systems Hardware; Software Concepts; Net-working Concepts.

Module III Types of Information Systems:

Introduction to Information Systems; Operations Support Systems; Management Support Systems; Other Types of Information Systems

Role of Information Systems in Managing Business: Functional Information Systems.

Module IV Building and Deploying an Information Systems:

Information System Architecture; Software Development Lifecycle; Software Development Models; Software Testing; Deploying an Information System

Managing Information Systems:

Infrastructure Management; Maintenance of Information Systems; Management of Changing Requirements; Securing Information Systems; Incidence Handling; Disaster Recovery and Business Continuity Planning

References

1. O'Brien, J. A., Marakas, G. M. & Behl R (2014) *Management Information Systems*, Tata McGraw Hill, New Delhi
- 2, Ramesh Behl (2018), *Information Technology for Management* Tata McGraw Hill, New-Delhi
- 3, Mahadeo Jaiswal & Mital,(2013) *Management Information Systems* Oxford University Press New Delhi
- 4 Microsoft Office 2013 Bible, Wiley, Lisa A. Bucki, John Walkenbach, Faithe Wempen, Michael Alexander, Dick Kusleika ISBN: 978-1-118-48809-6 ISBN: 978-1-118-75

Trimester 2

CRT2001 MACRO ECONOMICS (2 Credit)

Objective:

The course aims at enabling students on developing an ability to appreciate the linkages between macro environment changes and micro level decision-making, as a manager and as a consumer. This course focuses on macroeconomic concepts and policies to provide the theoretical base.

Module 1

Meaning and concerns of macroeconomics and importance to managerial decision making, characterization of macro-economy: circular flow of income, key macroeconomic variables, GDP: concept and methods of estimation, other national income accounting concepts, GDP deflator, the national income identity.

Module 2

Aggregate expenditure: consumption function, average and marginal propensities to consume, savings function, investment function, government spending and net exports, equilibrium expenditure and income determination: Keynesian cross, multiplier: government expenditure, investment and tax multiplier, Aggregate expenditure and Aggregate demand, AS-AD model: aggregate demand curve, aggregate supply curve: short run and long run, macroeconomic equilibrium

Module 3

Business cycles: Features and phases, temporary deviations from AS-AD equilibrium, inflationary and recessionary gaps, unemployment and inflation: nature and sources, measuring price level in India: WPI vs. CPI, Philips curve, Okun's law, stabilization policies: Fiscal policy and Monetary policy, Fiscal policy: Fiscal policy instruments, expansionary and contractionary policies and its impact on AD, automatic stabilisers and discretionary fiscal policy, budget: surplus and deficit, crowding out, twin deficits, government debt.

Module 4

Money demand, money supply and interest rate, quantity theory of money, the central bank's functions and role, monetary policy: the central bank's instruments of monetary control, expansionary and contractionary policies and its impact on AD, monetary transmission mechanism, money multiplier, macroeconomic policy debate: active policy vs passive policy

Module 5

External sector: trade, balance of payments- relationship between current and capital account, Exchange rate: theory of foreign exchange rate determination- demand for and supply of foreign exchange, other factors influencing exchange rates, real and nominal exchange rates, exchange rate systems.

Suggested Readings:

1. N. Gregory Mankiw, Macroeconomics, Thomson, 9e, Worth Publishers, 2015
2. **William A. McEachern and A. Indira, Macro ECON: A South-Asian Perspective, Cengage Learning, 2e, 2017**
3. Olivier Blanchard and David R Johnson, Macroeconomics, 6e, Pearson Education, 2017
4. Rudiger Dornbusch, Stanley Fischer and Richard Startz, Macroeconomics, McGraw Hill Education, 12e, 2018
5. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, Tata McGraw Hill, 20e, 2019

CRT2008 GROUP AND ORGANIZATION DYNAMICS (3 Credit)

Module 1 Groups and Teams

Team Development Stages: Functional and Dysfunctional. Belbin's Team Roles. Work Cohorts
High Performance Work Teams, Self-Directed Work teams, Socio Technical Systems, Virtual Teams, Trust and Cohesion, Team Building, Group Dynamics, Asch effect, Group Think. Change management: OD and second generation OD approaches.

Module 2 Communication

Interpersonal Skills, Communication, Transactional Analysis, Knowledge Management, communities of Practice and Communities of Discourse.

Module 3 Conflict Management

Conflict management Styles Functional and Dysfunctional Conflict, Relation between conflict and performance. Negotiation skills, process and strategies. Collective bargaining.

Module 4 Organizing

Organisational Structure, Vertical and horizontal Division of labour, Centralisation and decentralization. Delegation, Strategy and Structure, Mintzberg's structuring of organization

Departmentation: Functional, Matrix and Network.

Mechanistic and organic models. Organisation Design, Design thinking.

OD and third generation OD approaches.

Module 5 People and Work

Work flow and Value creation logic: Thomson's technology typology: sequential, reciprocal and intensive interdependence.

Organisational Culture Antecedents and Consequences. HRM and organisational Culture. Organisational Culture as a control mechanism.

Text Books

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.

References

1. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley
2. Udai Pareek, Understanding Organisational Behaviour, Oxford Higher Education,
3. Mc Shane & Von Glinov, Organisational Behaviour, Tata Mc Graw Hill
4. Hellrigal, Slocum and Woodman, Organisational Behavior, Cengage Learning
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management,
Tata McGraw Hill

CRT2003 MARKETING MANAGEMENT – 1 (3 Credit)

Course Objective:

A comprehensive and practical introduction to Marketing Management – the course aims to make the student understand and appreciate the concept of marketing in theory and practice.

Module 1: An Introduction to Marketing

Defining Marketing, Core concepts of Marketing, Scope of Marketing, Company Orientation towards the Marketplace, Marketing Management Tasks, The New Marketing Realities

Module 2: Markets –Environment, Structure and Measurement

Scanning the Marketing Environment, Forecasting Demand, Marketing Information Systems, Conducting Marketing Research, Competitive Dynamics

Module 3: Consumer Analysis

Creating Customer Value and Relationships, Analyzing Consumer Markets, Analyzing Business Markets

Module 4: Identifying and Selecting Markets

Identifying Market Segments and Targets, Creating Brand Positioning, Creating Brand Equity

Module 5: Marketing Strategies

Developing Marketing Strategies and Plans – Corporate And Division Strategic Planning, Business Unit Strategic Planning, Product Planning – New Product Development and Product Life Cycle –Stages

References:

1. Philip Kotler, Keller, Koshy, Jha, Marketing Management, Pearson, New Delhi. 14th Ed., 2013
2. Ramaswamy and Namakumari, Marketing Management, MacMillan, New Delhi. 4th Ed., 2009
3. Rajan Saxena, Marketing Management, TMH, New Delhi. 3rd Edition, 2008
4. Michael Etzel, Bruce Walker, William Stanton and Ajay Pandit, Marketing, Tata McGraw Hill, New Delhi.

CRT2009 FINANCIAL MANAGEMENT –I (3 Credit)

Objective:

This course is designed to introduce students to the fundamental issues of financial management and to the quantitative techniques used to address them.

Contents

Module-1 Introduction to financial management, financial system and types of firms

Introduction: Objectives - Functions and Scope - Interface of FM with Other Functional areas. Financial system: Financial Markets – Money Market - Capital Market - Financial Institutions – Depository – Non-Depository Financial Institutions - Regulatory authorities Types of Firms: Sole Proprietorship - Partnership - The Corporation

Module-2 Time Value of Money and Personal Finance

Time value of money: Simple Interest – Compound Interest – Compounding Periodically and Continuously – Ordinary Annuities – Annuities Due - Perpetuities - Effective Rate (Annual Percentage Yield) – Concept of Time Value of Money - Future value: single cash flow - multiple flows – annuity - Present Value: single cash flow - multiple flows – annuity – Loans and Amortization: – Personal Finance: Reaching a Financial Goal – Using Periodic Payments – Using Lump sum Payment - Required interest rate to Reach Goal - Time Taken to Reach Goal – Loan Amortization – Unpaid Balance – Effect of Paying and Extra Amount.

Module-3: Interest Rates and Bonds

Interest Rates: Cost of Money – Interest Rate Levels – Determinants of Market Interest Rates – The Yield Curve – Shape of Yield Curve – Macro Economic Factors and Interest Rates Bonds and Their Valuation: Characteristics and Types of Bonds - Valuation – Yields - Concept of Duration

Module-4 Risk and Return and Stocks and Their Valuation

The concept of Risk and return - hurdle rate - CAPM - measuring risk and return - the concept of beta - the concept of diversification Stocks (Equity): Legal rights and Privileges of Shareholders – Types – Market Price v/s Intrinsic Value – Discounted Dividend Model – Constant Growth Stocks

Module-5 : Management of Working Capital

Estimation of working capital - factors affecting composition of working capital - inventory management - receivables management (credit policy variables like credit period, cash discount, collection program) - cash management (cash forecasting and budgets, factors affecting efficient cash management)– Cash Conversion Cycle

Suggested Reading:

1. Fundamentals of Corporate Finance, Stephen Ross, Randolph Westerfield and Bradford Jordan, McGraw-Hill Education
2. Principles of Corporate Finance, 10/e (SIE). Brealey, Myers, Allen, and Mohanty. McGraw Hill Education (India) Private Ltd,
3. Van Horne James, Financial Management Policy, Prentice Hall India
4. I M Panday, Financial Management, Vikas Publications, New Delhi.
5. Prasanna Chandra, Financial Management, Tata McGraw Hill, New Delhi.

CRT2005 OPERATIONS MANAGEMENT – I (3 Credit)

Objective:

The course aims to provide a basic, broad-based understanding of business process design and gaining knowledge about process planning, project analysis and implementation.

Contents

Module 1

Introduction to Production and Operations Management - Historical Review of Operations Management Products and Services - Manufacturing & Non-manufacturing Operations, Productivity – measures of productivity, Operations Strategy- relation to process decisions

Module 2

Process as a unit of measurement in Operations - Process Fundamentals, Types, Metrics, Elements

Little's Law, Process analysis, process design, process capacity,

Module 3

Designing Manufacturing Processes – Manufacturing Layouts- Assembly Line Balancing, Designing Service Delivery Processes - Service Blueprinting

Module 4

Demand Forecasting - Quantitative Methods & Qualitative Methods of Forecasting
Facility Location Planning Capacity Planning

Module 5

Project analysis, Network Models - Network Diagram - Critical Path- Crashing
Optimal Project Cost and Time -Network Models - Crashing - Optimal Project Cost and Time.

Suggested Reading:

1. Mahadevan, B., Operations Management: Theory and Practice, Pearson Education, 3rd Edition
2. Heizer Render, Operations Management, Prentice-Hall , 2010
3. Chase, R, B., Sankar, R., Jacobs, R, F., & Aquilano, J, N. Operations & Supply Management, 12th Edition, McGraw Hill

CRT2006 COST AND MANAGEMENT ACCOUNTING (3 Credit)

Objective:

Management accounting focuses on the use of accounting information to facilitate the success of manufacturing, service, governmental, and not for profit organizations. Business processes and organizations have been changing in response to increased global and domestic competition.

I. Module

Introduction: - Definition – Meaning and Scope - Cost Accounting and Financial Accounting
Cost classification – Elements of Cost – Cost units- Cost center – profit center. Cost behavior
Patterns – Classification of cost, Methods of Costing.

II. Module

Marginal Costing Meaning-Definition-Difference between marginal costing and absorption costing and differential costing-Advantages and disadvantages- Break Even Analysis - Cost Volume Profit analysis Simple break even chart Applications of Marginal costing – Breakeven Point, Determining the desired sales level; Make or buy- Sales mix decisions

III. Module

Product cost and period cost manufacturing cost Prime cost and conversion cost, calculating the cost of products, services and other objects- Job costing and overhead allocation- Activity based Costing – under costing and overcasting

IV. Module

Budgetary Control- Master budget, cash budget and flexible budgets, Standard Costing, Differences between Standard Costing and Budgetary Control, Advantages and Limitations of Standard Costing, Analysis of Variances, Material, Labour and Overhead variance

V. Module

Determining how cost behave – basic assumptions and examples of cost functions. Decision Making and relevant information- The concept of relevance-potential problems in relevant cost analysis- short run pricing decision

Reference books:

1. Horngren, Charles T., Srikant M. Datar, and Madhav Rajan. Cost Accounting: A Managerial Emphasis. 14th ed. Prentice Hall, 2012.
2. Maheshwari, S.N. (2003). Principles of Cost and Management Accounting. (2nd ed). New Delhi : Sulthan Chand & Sons.
3. Tulsian, P.C. (2008). Cost Accounting. (1st ed.). New Delhi : Sulthan Chand & Sons
4. Robert Anthony, James S. Reece. Accounting: Text and Cases, McGraw Hill
5. M.N.Arora, Accounting for Management, Himalaya Publishing House, New Delhi.
6. Jawahar lal and Seema Srivastava. Cost Accounting. Tata McGraw Hill
7. Colin Drury, Management and Cost accounting, Cengage Learning, New Delhi.

CRT2010 OPERATIONS RESEARCH (3 Credit)

Objective:

The purpose of this course is to provide the participants with an appreciation and application of optimization techniques useful in business decision making. The course is application oriented and will focus more on Problem formulation and definition from all stakeholder perspectives. Attempts will be made to expose the students to the available software applications which can be used in an unbiased manner to arrive at solutions.

Contents

Module 1:

Introduction to Linear Programming Problem (LPP), Structure of LPP, Introducing the software QM for Windows (or equivalent software) - Solution to LPP - Graphical Method & Simplex Method -using QM for Windows (with less than or equal to, equal to and greater than or equal to constraints). Special situations in LPP, unbounded optimal solution, alternate optimal solutions, degeneracy

Module 2:

Model formulation In LPP-application finance, marketing, human resource, operations etc. (Problems should be solved using QM for Windows or other equivalent software and focus should be on application/interpretation of solution). Sensitivity Analysis in LPP

Module-3

Introduction to Transportation Models (TP), Initial Feasible Solution -NWCR, LCM & VAM. TP Optimal Solution-MODI Method. Special Situations in TP. Assignment Model and Optimal Solution (Hungarian Method), Special Situations in Assignment

Module-4

Introduction to Queuing Models, Queuing Models (M/M/1), Problems involving Queuing Models (M/M/1), Simulation, Basic concepts, Simulation, Monte Carlo Simulation

Module-5

Introduction to Decision Theory, Game theory

Suggested Reading:

1. J K Sharma, Operations Research: Theory and Applications, Macmillan India Ltd. 2011
 2. Richard I Levin; David S Rubin; Joel P Stinson, Everette S Gardner, Quantitative Approaches to Management, Mc Graw Hill International Editions, 2009
- Hamdy A Taha, Operations Research - An Introduction, PHI Publishers 2010.

Trimester 3

CRT3001 MARKETING MANAGEMENT (Credit 3)

Course Objective: The course deals with designing, implementing and monitoring the marketing mix elements of an organization.

Module 1: Designing Value – Setting Product Strategy – Classification of Products, Product Assortment and Product Line Decisions, Branding Strategies, Packaging and Labeling; Designing and Managing Services – Services Marketing Mix, Managing Service Quality.

Module 2: Pricing Value – Setting the Price, Developing Pricing Objectives, Strategies and Programs, Price Adjustments-Adapting the Price, Initiating and Responding to Price Changes, Pricing and the Law

Module 3: Communicating Value – Designing and Managing Integrated Marketing Communications- Role of Marketing communication, Developing Effective Communication, Deciding on the communication mix, Introduction to digital marketing.

Module 4: Delivering Value– Salesmanship – Process - Preparation, Prospecting, Pre-Approach, Sales Presentation, Closing of Sales – Modes of Sales Presentation – Sales Resistance – Objections and Obstacles – Buyer Dissonance – Reducing Buyer Dissonance. Designing and Managing Integrated Marketing Channels – Planning the channel of distribution, Intermediaries Functions, Vertical Marketing Systems.

Module 5: Sustaining Value - Organizing and Controlling the Marketing Function – Marketing Control, Annual-Plan Control, Profitability Control, Efficiency control and Strategic Control, The Marketing Audit, Tapping into Global Markets, Introduction to Neuro Marketing, Sustainable Marketing.

References:

1. Philip Kotler, Keller, Koshy, Jha, Marketing Management, Pearson, New Delhi. 14th Edition, 2013
2. Ramaswamy and Namakumari, Marketing Management, MacMillan, New Delhi. 4th Edition, 2009
3. Rajan Saxena, Marketing Management, TMH, New Delhi. 3rd Edition, 2008
4. Garry Armstrong, Philip Kotler. Marketing: An Introduction, Pearson Education, New Delhi

CRT3008 FINANCIAL MANAGEMENT – II (Credit 3)

Objective:

The topics given in the subject shall cover the investment decision, financing decision and the dividend decision of a firm and all these put together maximizes the value of a firm

Contents

Module 1: Introduction, Goal of Financial Management and Agency Problem

Management objectives: maximize firm value - maximize equity value - stock holder objectives versus bond holder objectives– investment decision - financing decision- dividend decision
Agency Problem – Control of the Corporation

Module 2: Net Present Value and Other Investment Rules, Project Analysis and Evaluation

Measuring investment returns: Net Present Value - IRR – Problems with IRR – Modified IRR – Average Accounting Return - Payback period - Discounted payback period – Profitability Index - Capital rationing - Decision rules for accepting and rejecting projects/capital investments – Selection of Method in Capital Budgeting- Project Analysis and Evaluation: Evaluating NPV estimates – Scenario Analysis – Sensitivity Analysis – Simulation Analysis

Module 3: Capital Structure and Leverage

The choices of financing – common stock – debt – costs and benefits of various financing choices - theories of capital structure - NI approach - NOI approach - the Miller Modigliani theorem - bankruptcy costs - pecking-order theory - capital structure and cost of capital - cost of debt – cost of equity - Weighted Average Cost of Capital, Leverage: business risk – operating leverage – financial leverage - total leverage - estimating the unlevered beta for the firm – the Hamada equation- optimal capital structure

Module 4 : Making Capital Investment Decisions

Incremental(Relevant) cash flows – sunk costs – opportunity costs – side effects – allocated costs – Pro forma financial statements - project cash flows – project operating cash flows – project net working capital – project capital spending – projected total cash flow and value – depreciation - Comparable/Relative Valuation Based on – Price/Earnings Ratio - Enterprise Value Ratios

Module 5: Dividends and Other Payouts

Different types of payouts - Steps in dividend decision - measures of dividend policy- dividend payout ratios- dividend yields - MM hypothesis on dividends - Gordon model - Walter model – The Clientele Effect - Information Content of Dividends - Dividend Signaling - formulation of dividend policy - Stock Dividends - Stock Splits

Suggested Readings:

1. Financial Management, I M Panday, Vikas Publications, New Delhi.
2. Principles of Corporate Finance, 10/e (SIE). Brealey, Myers, Allen, and Mohanty McGraw Hill Education (India) Private Ltd,
3. Financial Management and Policy, 12/e. James C. Van Horne, Sanjay Dhamija, Pearson Education
4. Fundamentals of Financial Management, Brigham Eugene F, Cengage learning
5. Corporate finance / Stephen A. Ross, Randolph W. Westerfield, Jeffrey Jaffe. — 10th ed. McGraw-Hill
6. Fundamentals of Corporate Finance, Stephen Ross, Randolph Westerfield and Bradford Jordan, McGraw-Hill Education

CRT3003 HUMAN RESOURCE MANAGEMENT (Credit 3)

Module 1

Introduction to Human Resource Management

Nature, Scope, Objectives and Importance of HRM. Evolution of HRM, Personnel Management, HRM, HRD, HPM. Line and Staff aspects of HRM, Functions of HR Manager, New approaches to organizing HR. Strategic Human Resources Management, SHRM tools.

Module 2 Recruitment, Selection, and Placement

Job analysis: Methods for collecting job analysis data, Writing job description & Job Specification. Human resource planning, Manpower forecasting, strategic planning
Recruitment: Sources and methods of recruitment, Recruitment yield pyramid, New Approaches to recruitment
Selection: Process, Selection testing and interview process
Induction and orientation, Placement, Internal mobility and separations.

Module 3 Training and Development

ADDIE training process model, Training methods, Training evaluation, Management development programs. Career and succession planning.

Module 4 Performance and Compensation management

Performance management & appraisal: Process and Techniques, Potential appraisal, Theories of motivation and their connection with performance Comparison of online and traditional performance appraisal systems.

Job evaluation, Nature of compensation, Components of pay structure, Bonus, Incentives, Fringe benefits. Employee Health, Safety, and Welfare. Benefits and services: Statutory benefits, Non-statutory benefits - Insurance benefits, Retirement benefits, Flexible Benefits Programs.

Module 5 Industrial relations

Industrial disputes: Causes, Forms, Preventive and settlement machinery. Trade unions and employee associations. Collective Bargaining: Basic Concepts. Grievance Handling and Discipline-Sources and forms of Grievances.

Reference Books

1. Dessler, G., & Varrkey, B. (2005). Human Resource Management, 15e. India:Pearson Education.
2. Rao, V. S. P. (2013). Human Resource Management–Text and Cases. New Delhi:Excel Books.

CRT3004 OPERATIONS MANAGEMENT –II (Credit 3)

Objective:

The objective of this course is to provide insights into the management of strategic and functional issues in the operational environment of any organization. The course will also familiarize the students with the issues involved in managing supply chain and quality in an organization.

Contents

Module 1

Supply Chain Management – Concept, Types, Components, Metrics Materials Management – Procurement Process Material Handling, Value Analysis

Module 2

Inventory Management - Role, Types and Functions of Inventory – Independent versus Dependent Demand- Inventory Costs, Inventory Control Systems – P & Q Systems, Basic EOQ Model Selective Control of Inventory – ABC, VED, FSN Analysis

Module 3

Production Planning System, Aggregate Production Planning – Chase and Level strategies Master Production Schedule- Bill of Material- Materials Requirement Planning Systems MRP II- ERP Capacity Requirement Planning

Module 4

Lean Thinking and Just-in-Time Production – Kanban System Automation-General and Specific Technology Applications in Services-Technology Applications in Manufacturing Systems and Procedures Maintenance Management- Preventive and Breakdown Maintenance-Total Productive Maintenance

Module 5

Quality Management-Concept of Quality- -Quality Control and Quality Assurance Statistical Quality Control, Total Quality Management, ISO 9000, Six Sigma

Suggested Readings:

1. Mahadevan, B., Operations Management: Theory and Practice, Pearson Education, 3rd Edition
2. Heizer Render, Operations Management, Prentice-Hall , 2010
3. Chase, R, B., Sankar, R., Jacobs, R, F., & Aquilano, J, N. Operations & Supply Management, 12th Edition, McGraw Hill

CRT3009 BUSINESS RESEARCH METHODS (Credit 3)

Objective:

The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision-making

Contents

Module-1

Introduction, Types of Business Research: Basic and Applied, Types and sources of data, the Research Process: Broad Problem Area, Relevance of Literature Review, The Research Process, Theoretical framework and Hypothesis Development

Module-2

Elements of research design: Purpose of the study: Exploratory, descriptive and hypothesis testing, Types of investigations: Casual & Correlation, Study settings: Contrived and non-contrived Units of Analysis, Cross sectional & Longitudinal studies, Types and Measurement of variables Scales: Nominal, Ordinal Interval, and other types

Module-3

Collection of data:- Data collection methods: Questionnaires, interviews, focus groups, surveys, observations, Advantages and disadvantages of data collection methods, Sampling, Population, sample frame, sample, sampling unit, Reasons for sampling, sampling process, Probability and non-probability sampling.

Module-4

Analysis and Presentation of Data, Getting data ready for analysis, Getting feel for the data Descriptive Statistics, Testing of hypothesis, Data display and interpretation

Module-5

Introduction to Multivariate techniques, Structural Equation Modeling Research report, and written report: purpose & audience, Characteristics of a well-written report Contents of a research report, Integral parts of reports, Introduction to important tools for Statistical Analysis

Suggested Reading:

1. Donald, R. Cooper and Pamela, S. Schindler, Business Research Methods, Tata McGraw Hill, 2003
2. Kothari C.R, Wishwa Prakashan, Research Methodology Methods and Techniques, 2004
3. Kothari, C. R, Research methodology: methods and techniques, New Age Publications, New Delhi.

CRT3010 LEGAL ENVIRONMENT OF BUSINESS (Credit 2)

Objective:

The objective of this course is to acquaint the student with various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on different and latest provisions of the law and on how these can be used in the best interest of the organization.

Contents

Module-1

Introduction to Law and Business - Constitution of India- Preamble, Fundamental rights, Constitutional remedies Directive principles of state policy, Fundamental duties.

Consumer Protection Act- Who is consumer? Commercial purpose and livelihood, Rights of consumer, Nature and scope of remedies, Consumer redressal mechanisms.

Module-2

Indian Contract Act, 1872 – Nature of contract, Offer and Acceptance, Consideration, Capacity of parties, free Consent Void Agreements, Contingent Contract and Quasi Contracts, Performance and Discharge of Contracts.

Module-3

Special Contracts: Bailment, Pledge, Contract of Guarantee, Contract of Indemnity

Sales of Goods Act: Essentials of contract of sale, goods and their classification, Meaning of price, Condition and Warranties, Passing property in goods, Performance of a contract of sale of goods, Remedies for breach of a contract of sale.

Module-4

Partnership Act- Characteristics, Registration of partnership firms, Rights and liabilities of partners, Types of partnerships and Dissolution of partnership and firm. Limited Liability Partnership Act 2008

Introduction to Negotiable Instruments Act 1881: Types of NIs, Holder and Holder in due course Transfer of NIs, Liability of Parties and Discharge of Liability.

Module-5

Companies Act, 2013 – Nature, features and types of a companies, Incorporation /registration of company, Memorandum and articles of association, Prospectus and statement in lieu of prospectus, Certificate for commencement, Type of Shares. Company meetings and resolution- ordinary

and special. Winding up of companies and powers of Liquidator. Lifting of corporate veil- circumstances.

Suggested Reading:

1. Chawala and Garg, Mercantile Law, Kalyani Publications, 2010
2. M.C. Shukla, A Manual of Mercantile Law, S. Chand & Co. Ltd.2011
3. S.K. Mishra and V.K. Puri, Economic Environment of Business, Himalaya Publishing House, 8th edition

CRT3011 INTRODUCTION TO BUSINESS ANALYTICS (Credit 2)

Course Objectives

The course is intended to provide students with an introduction to Analytics and Internet of Things. To understand how analytics can add value to the organization. How tools like excel help with conducting analytics.

Upon completion of this course the student should be able to understand the components and use of IOT and its Application in Industries.

Module I - Introduction

Business Data Overview - Sources and Uses of Business Data

Introduction to Business Analytics and Big Data Analytics Industry, The value generated & its applications Types of Analytics – Descriptive, Predictive and Prescriptive Analytics Tools.

Module II – Exploratory Data Analysis (EDA) (Using MS Excel)

Data Types - numeric data, categorical, nominal, ordinal etc.

Distribution of data - univariate, bivariate Outliers and Unusual observations

Missing Data and imputation Data Visualization and its importance

Important techniques for exploration - histograms, box plots, scatter plots

Other visualization techniques - bar, line.

Breadth of Analytics: Predictive analytics - Forecasting, Regressions & Industry Applications.

Module III - Introduction to IoT

What Is IoT? Characteristics of IoT Data (Streaming, high-volume, semi-structured), Models for IoT, Technology Roadmap, Benefits of IoT, Impact of IOT on the business landscape.

Module IV - IoT Applications in Industries

Building and home automation, Retail, Media, Supply Chain, Environmental monitoring, Infrastructure management, Manufacturing, Pharmaceuticals and Healthcare, Transportation.

References

1. Essentials of Business Analytics (1st Ed.) by
Camm/Cochran/Fry/Ohlmann/Anderson/Sweeney/Williams ISBN: 978-1-285-18727-3
2. Fundamentals of Predictive Analytics with JMP By Ron Klimberg and B. D.
McCullough ISBN: 978-1-61290-425-2. Publisher: SAS Institute.
3. Discovering Knowledge in Data: An Introduction to Data Mining, Daniel T. Larose &
Chantal D. Larose, Wiley, Second Edition.
- 4. Internet of Things Technologies and Applications for a New Age of Intelligence. 2nd
Edition**
Authors: Vlasios Tsiatsis Stamatis Karnouskos Jan Holler David Boyle Catherine Mulligan
Paperback ISBN: 9780128144350 eBook ISBN: 9780128144367
Imprint: Academic Press Published Date: 26th November 2018
- 5, IoT Fundamentals: Networking Technologies, Protocols and Use Cases for the Internet of
Things by Pearson Paperback – by Hanes David ,Salgueiro Gonzalo, Grossetete
Patrick, Barton Rob

Trimester 4

CRT4002 GLOBAL BUSINESS ENVIRONMENT (Credit 2)

Objective:

This course is designed to develop an understanding of macro-environment issues relating to international businesses and the global economy with emphasis on non-business actors, institutions, and events.

Contents

Module-1

Introduction, concepts, open economy, theories of International trade, globalization debate, cultural dimensions, economic integration

Module-2

Environments facing IB, Globalization of Markets and the Internationalization of the Firm, Organizational Participants that Make International Business

Module-3

Government Intervention in International Business, Understanding Emerging Markets, Foreign Exchange Market – Global Human Resource Management

Module-4

Introduction to International Financial Management - Balance of Trade and Balance of Payment - International Monetary Fund, Asian Development Bank and World Bank - Financial Markets and Instruments - Theories of International Trade and Investment, The Cultural Environment of International Business

Module-5

Introduction to Export and Import Finance - Methods of payment in International Trade, The International Monetary and Financial Environment, Global sourcing and its impact on Indian Industry - Globalization and internal reform process - India's competitive advantage in industries like IT, Textiles, Gems & Jewelry etc. - Potential and threats

Suggested Reading:

1. Charles Hill, 'International Business: competing in the global marketplace' McGraw Hill, Ninth edition.
2. Ian Brooks, Jamie Weatherston, Graham Wilkinson, The International Business Environment Challenges and Changes, 2nd Edition - Sep 2010
3. Various contemporary news articles and journal articles as prescribed by the course instructor

Trimester 5

CRT5001 STRATEGIC MANAGEMENT (Credit 3)

Objective:

Strategic Management is a course, which assumes a broad view of the business eco system, which covers all stakeholders and influencing factors like buyers, suppliers, competitors, technology, the economy, capital markets, government, and global forces and views the external environment as dynamic and characterized by risk. The course takes a general management perspective, viewing the firm holistically and examining how policies in each functional area are integrated into an overall competitive strategy.

Module I: Introduction to Strategic Management

Concept of Strategic management. The Importance of Strategic Management. Vision, Mission and Purpose. Dimensions and Levels of Strategy (Functional, Business & Corporate). Evolution of the field.

Module II: Strategic Analysis of a Firm

External Environment: Macro Environment, Porter's Five Forces Model, ETOP. Strategic Groups.

Internal Environment: Resource Based View, VRIO framework, Dynamic Capabilities, Value Chain Analysis. Learning and Knowledge based View.

Module III: Business & Corporate Strategy

Business Level Strategy: PARTS framework, Generic Strategies

Corporate Level Strategy: BCG Matrix, Ansoff Matrix, Vertical Integration & Diversification.

Internationalization: National Context and Competitive advantage. Entry modes for global expansion.

Module IV: Strategic Implementation

Frameworks for Strategic Implementation: Mc Kinsey's 7s Framework, Balance Score Card.

Strategic Risks involved in Implementation

Module V: Emerging Trends in Strategy

Innovation in organizations, Platform Based Business Models. Strategic Agility & Ambidexterity.

References/Books

- i) Charles W.L.Hill and Gareth R. Jones, Strategic Management Theory, An Integrated approach, Cengage Learning. (Preferred text book)
- ii) Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education., 2006
- iii) Strategy Beyond the Hockey Stick: People, Probabilities, and Big Moves to Beat the Odds. Book by Chris Bradley, Martin Hirt, and Sven Smit
- iv) HBR's 10 Must Reads: On Strategy (Harvard Business Review Must Reads) Paperback – 7 Feb 2011
- v) Porter, M. "Competing Across Locations: Enhancing Competitive Advantage through Global Strategy." In On Competition. Harvard Business School Press, 1998. ISBN: 9780875847955
- vi) Gerry Johnson, Richard Whittington, Kevan Scholes, Duncan Angwin, Patrick Regnér (2017) Exploring Strategy Text & Cases, 11th edition, Pearson, ISBN: 9781292145129
- vii) Grant, Robert M. (2015) Contemporary Strategy Analysis 9E, Text and Cases Edition, 9th Edn., John Wiley & Sons
- viii) Lynch, Richard (2015) Strategic Management, 7th Edition, Pearson

Additional Readings

1. Hax, Arnaldo C., and Nicolas S. Majluf. The Strategy Concept and Process: A Pragmatic Approach. 2nd ed. Upper Saddle River, NJ: Prentice Hall, 1996. ISBN: 0134588940
2. Tomorrow's Organization. Edited by Susan A. Mohrman, Jay R. Galbraith, and Edward E. Lawler III. Jossey-Bass, 1998. ISBN: 0787940046.
3. Kaplan, Robert S., and David P. Norton. "Having Trouble with Your Strategy? Then Map It." Harvard Business Review (September-October 2000)
4. Kim, W. Chan, and R. Mauborgne. Blue Ocean Strategy. Boston, MA: Harvard Business School Press, 2005
5. Collis, D., and C. Montgomery. Corporate Strategy: Resources and the Scope of the Firm. Westport, CT: Irwin Press, 1997.
6. Collins, James. Good to Great: Why Some Companies Make the Leap... and Others Don't. New York, NY: Collins Business, 2001. ISBN: 9780066620992
7. HBSP, May 2016 Darrell K. Rigby, Jeff Sutherland, Hirotaka Takeuchi

Embracing Agile

8. Doz, Y. L., & Kosonen, M. (2010). Embedding strategic agility: A leadership agenda for accelerating business model renewal. Long range planning, 43(2-3), 370-382.
9. O'Reilly III, C. A., & Tushman, M. L. (2011). Organizational ambidexterity in action: How managers explore and exploit. California management review, 53(4), 5-22.

Trimester 6

CRT6002 SUSTAINABLE DEVELOPMENT & CORPORATE SUSTAINABILITY (Credit 3)

Objective

The primary objective of the course is to consider the concept of sustainability, along with related ideas about development, resilience, productivity, etc. from the combined viewpoints of business and social justice. This course would also make the participants to appreciate the various routes which a business can take in-order to embrace its own long-term sustainability.

Module -1: Introduction to Sustainable Development

Concept of Sustainable Development – Evolution - Sustainable Society – Approaches; Ecological, Economic and Social - Triple Bottom Line

Module -2: Ecosystem and Biodiversity

Different ecosystems- Biodiversity- Threats to biodiversity- Conservation of Biodiversity – Environment Impact Assessment (EIA)

Module-3: Challenges to Sustainable Development

Population Growth – Pollution - Depletion of Natural Resources – Global Warming Urbanization– Impact of Globalization – Man made / Business-made disasters - Disaster Management – Disaster preparedness - **Comparison of sustainable models between countries (Project)**

Module -4: Business Organizations and Concern for Environment

Business Competition and Consumerism - Eco-friendly Production, Packaging, Green Marketing, Managing Industrial Pollution and Waste - Environment Accounting and Audit - Environment Management System (EMS) - ISO 14000 - CSR - Sustainable Supply Chain.

Module -5: Global Responses

Sustainable Development Goals - Kyoto Protocol - Montreal Protocol - Carbon Trading – Clean Development Mechanism - Major NGOs

Suggested Readings

- i) Environmental Management- U.K Uberoi, Excel Books.
- ii) AN INTRODUCTION TO SUSTAINABLE DEVELOPMENT; Peter P. Rogers, Kazi F. Jalal, and John A. Boyd; Published by Glen Educational Foundation, Inc. (pdf copy available)

MARKETING SPECIALISATION

MM008 SERVICES MARKETING (Credit 3)

Objective:

To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. Participants will be introduced to and have the opportunity to work with tools and strategies that address these challenges.

Contents

Module-1

Introduction to Services Marketing: Definition – Role of services in economy – Evolution and growth of service sector – Nature and Scope of services, Services and Technology – potential for new services, new ways to deliver and enabling both Customers and Employees - Unique Characteristics of Services – Challenges and issues in Services Marketing.

Module-2

Consumer behavior in services – search, experience and credence properties of services, Assessing services market potential, Classification of services – Inadequacy of 4 Ps, Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning, 7Ps of Services Marketing

Module-3

Service Life Cycle – New service development – Service Blue Printing – GAP Model of Service Quality – Customer perceptions of Quality and customer satisfaction, Service Quality Dimensions – Reliability, Assurance, Tangibles, Empathy and Responsiveness, Measuring service quality – SERVQUAL

Module-4

Service Recovery - Impact of service failure and recovery, How customers respond to service failures, Designing service delivery System - Pricing of services, building customer relationships – relationship marketing, relationship value of customers, service marketing triangle, Integrated Service marketing communication.

Module -5

Delivering and Performing services - Employees' role in service delivery: service culture, critical importance of service employees, Boundary-spanning roles, Delivering services through intermediate and Electronic Service Channels

Suggested Reading:

1. Zeithamal, Valarie A and Bitner, Mary Jo, Services Marketing, Tata Mcgraw-Hill Publishing Company, 4th Edition.
2. H. Lovelock, Christopher and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 2004, Sixth Edition
3. Hoffman, Cengage Learning, Marketing of Services, 1st Edition, 2008.
4. K. Douglas Hoffman et al, Essentials of Service Marketing: Concepts, Strategies and Cases, Thomson Learning, 2nd Edition.
5. Helen Woodruff, Services Marketing, Longmen Group, New Delhi.
Adrian Payne, the Essence of Services Marketing, Prentice Hall, India

MM006 BRAND MANAGEMENT (Credit 3)

Objective:

The way a brand is perceived by its market is very important to the marketer. It is hence necessary to develop a good relationship with the target market. This course is aimed at understanding how brands are viewed, built, managed, and measured to ensure firms' superiority and sustainability in profits. To explore such issues, this course provides relevant and up- to-date theories, concepts, techniques, and models in branding. The course will analyze various successful as well as failure brands, in order to attain an in-depth knowledge of the concepts.

Contents

Module-1

Introduction to Product Management - product category levels, Product development with stage-gate process, disruptive innovations, changes impacting product management.

Introduction to Branding - strong brands, How are brands built, product vs. brand, brand differentiation, what can be branded? Why do brands matter to consumers and firms? Roles played by brands, Brands for customers, choosing brand elements and brand names.

Module-2

Brand Equity, Brand Value, Drivers of brand equity, developing an effective integrated marketing communications to build brand equity, creating new brand associations – company, country of origin, co-branding, Ingredient branding, licensing, celebrity endorsements, sporting cultural or other events, third party sources - brand personality, brand value chain.

Concept and definition of Customer Based Brand Equity (CBBE)- Keller's CBBE Model, Aaker's model of brand equity.

Module-3

Brand Identity, Brand Image, Leveraging the power of brand identity and position – Kapferer's Brand Identity Prism - Building a brand equity measurement and brand performance management system – Designing and Implementing Brand Architecture Strategies - Brand Extension Decisions – Branding Strategy / Architecture, Brand Product Matrix, Brand Hierarchy, Branded House, House of Brands, Three branding strategies:- master brand, endorsed and individual brands, Capturing Customer mind set - Qualitative methods / Quantitative methods.

Module-4

Managing brands over time - Reinforcing Brands, Revitalizing Brands, Adjusting Brand Portfolio methods, protecting brands, Brand turnaround: other rejuvenating strategies – product innovations, re-launching the brand, repositioning the brand, new uses of the brand,

E-branding: Building the brand online – E-business strategy for brands – placing Ads online, Using e-mail, participating in online social networks, Marketing and internet, E-business strategy and branding.

Module-5

The Global Market-Organizations, Brands in a borderless world – Managing brands across boundaries, Advantages of global brands, Disadvantages of global brands, challenges in going international, Issues in going international – Local or Global brands?, Branding strategies, Process of branding strategy, Critical factors for success, Ethical brand positioning

Suggested Reading:

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Pearson Prentice Hall. 4th edition, 2013
2. Kirti Dutta, Brand management: principles and practices, Oxford University Press, Edition, 2016.
3. Jean-Noel Kapferer, Kogan Page, The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term, London, 2008, 4th edition
4. Leslie de Chernatony, Malcolm McDonald, & Elaine Wallace , Butterworth-Heinemann, Creating Powerful Brands, 4th edition

MM007 RURAL MARKETING (Credit 3)

Objective:

The objective of the course is that students should be able to understand different segmentation for rural markets and key differences in rural consumers and urban consumers and the challenges in rural marketing and recent trends in marketing-mix elements for rural markets.

Contents

Module 1

Introduction: 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, location of rural population, expenditure pattern, problems in rural marketing, rural demand, rural market index

Module 2

Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Information Search and pre purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty.

Module 3

Rural Marketing Strategies : a) Segmenting ,Targeting and Positioning Segmentation-Heterogeneity in Rural, b) Product Strategy Introduction, Marketing Mix Challenges, Product concepts classification- Five Levels Products, Classification of Products, Rural Product Categories c) New Product Development Consumer Adoption Process, Product life cycle, Product Mix, d) Branding in Rural India- Brand building in Rural India, Brand Spectrum in Rural, Brand Loyalty Vs Stickiness e) Fake Brands- The Fakes Market.

Module 4

Distribution Strategy: Introduction: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Emerging Distribution Models-Corporate – SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural.

Module 5

Communication strategy: Challenges, Communication Process, Developing Effective- Mass media, Non- Conventional Media, Personalized media, The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation, Influence of Consumer Behaviour on Communication strategies, 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

Suggested Reading:

1. T.P. Gapalawamy, Rural Marketing Environment, Problems & Strategies 3rd edition, Vikas Publications, 2009.
2. Balram Dogra, Rural Marketing Concepts and Practices, 1st edition, Tata McGraw Hill, 2010.
- C. S. G. Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing: Text and Cases, Delhi: PHI 2010.

MM010 INTRODUCTION TO MEDIA & ENTERTAINMENT BUSINESS (Credit 3)

Objective:

The objective is to define and discuss the functions, levels, skills and influences of Management in Media, as well as be able to identify, define and understand the key characteristics and structure of the media and entertainment industry.

Contents

Module-1

Introduction to Media Industry-Global and Indian market. Types of media – Print, Digital and Visual. Organizational structures of Media houses – various departments in print, digital, tv media houses, Process and Flow, study on the Industry structure and size, market scenario and business. Common revenue models for print, digital and visual media. Media Management-overview of people and Skill requirement-

Module-2

Public relations: P.R. Concepts, Structures & Practice, The P.R. Campaign and Strategic P.R., P.R. & Media Relations, Concept of Integrated Communication, Corporate Branding and corporate communication, Introduction to Electronic Media, New Media Technology, Basic understanding of working of digital media platforms like FB, Instagram, WhatsApp, Google.: Merits and demerits of Social Networking websites, Basics of corporate crisis communication.

Module-3

Basics of working of advertising agencies, departments and functions. Basic concepts of Media Planning - Media planners, Media vendors, Basic Media concepts such as reach, frequency, average OTS, CPRP, GRP, TRP, Campaign Management platforms, Importance of ROI in media, developing media strategies, Comparison between the advantages and disadvantages of print, digital and visual media.

Module-4

Entertainment industry - sports, movie, reality shows and their size, characteristics. Movie Marketing, Sports marketing, Branding building through entertainment industry, celebrity endorsements.

Module- 5

Socio-economic effects of Mobile Communication, Socio-Political effects on Media, Ethical issues in media and entertainment industry. Career opportunities in media and entertainment industry. Introduction to the biggest players in media and entertainment industry.

Suggested Reading:

1. George Sylvie, Jan Wicks, LeBlanc, C. Ann Hollifield, Stephen Lacy, Ardyth Sohn, Broadrick, Routledge, Media Management - A Casebook Approach, 4th Edition, Routledge Communication Series
2. Sylvia M. Chan-Olmsted, Competitive Strategy for Media Firms-Strategic and Brand Management in Changing Media Markets, Routledge Communication Series, 2006
3. Peter Pringle, Michael F Starr, Electronic Media Management, Focal Press Revised 5th Edition, 2006

CONSUMER CULTURE (Credit 2)

Objective:

The study of consumption has taken center stage in marketing as the dynamics of contemporary societies became more complex and became experience based. Consumer Culture Theory (CCT) is an interdisciplinary field that comprises macro, interpretive, and critical approaches to and perspectives of consumer behavior. Cultural anthropological theories look into the relationship between people and the material world around, especially those relationships that drive consumption beyond basic needs. By the end of this course, students should develop an appreciation and understanding of:

- Consumerism, material culture and consumer culture
- Approaches used to analyze specific consumption practices
- Central debates about commodification

Contents

Module-1

Consumption and Culture

Consumption, Consumer Culture, Material Culture- Rituals, Objects and social relations, Conspicuous consumption, Competitive Consumption – Mechanical Solidarity

Module-2

Interaction and Learning, Socialization

Process of social learning, Habitus and Socialization, Commodity Aesthetics, style and things that matter, From Production to signification – Social Logic, The Post Social and Object World

Module-3

Exchanging Things

Getting and Giving, Buying and Selling, Cycles and Circuits of Exchange, the Active Consumer, Social Imaginaries, Cultural Biography of Things

Module-4

Brands and consumption

Symbols for Sale, Markets and Branding, Media and Branding, Cultural brands, Value Creation, Immaterial Capital

Module-5

You are what you consume – Identity formation through consumption

Objects make meaning, Life Politics, Neo-Tribalism, and Identifying and identified, Extended Self, Benign Envy

Suggested Reading:

1. Celia Lury. (2011), “Consumer Culture”, 2nd Ed. Cambridge, UK: Polity Press.
 2. Roberta Sassatelli, (2007), “Consumer Culture: History, Theory and Politics”, Sage.
 3. Mary Douglas and Baro Isherwood, (1979), “The World of Goods,” Routledge, London
 4. Ian Woodward, (2007) ‘Understanding Material Culture’, Sage, Singapore.
- Thorstein Veblen, 1899, ‘The Theory of Leisure Class,’

MM005 MARKETING RESEARCH (Credit 3)

Objective:

The objective of the course would be to give the students an understanding of marketing research from both user's (management) and doer's (the researchers) perspective.

Contents

Module 1

Introduction to Marketing Research, Defining the Marketing Research Problem and Developing an Approach

Module 2

Research Design Formulation, Exploratory Research Design, Secondary Data, Qualitative Research, Descriptive Research Design, Causal Research Design

Module 3

Measurement and Scaling, Fundamentals and Comparative Scaling, Non comparative Scaling Techniques, Questionnaire and Form Design, Sampling; Design and Procedures

Module 4

Data Collection, Preparation, Analysis, and Reporting

Module 5

Advanced statistical overview; logit and discriminant analysis, step wise regression, cluster analysis, factor analysis and multi-dimensional scaling and conjoint analysis.

Suggested Reading:

1. Naresh K Malhotra, Marketing Research – An Applied Orientation, Pearson Education, 6th edition
2. Beri, Marketing Research, Tata Magraw Hill, 5th edition
3. Rajesh Nargundkar, Marketing research, Tata Magraw Hill , 3rd edition

MM013 INTERNATIONAL MARKETING (Credit 3)

Course Learning Objectives

An understanding of nature and scope of international marketing.

- a. An understanding of analysis of global market environment. PLO 3a
- b. An understanding of the concept of international marketing research, tools and promotional strategies.

Module 1

Marketing Concepts, Global Marketing, Key drivers of global marketing, Why Should companies internationalize? Nature, importance and scope of international marketing International market orientation and involvement, The International Marketing Planning Process; Country Selection –Environmental Analysis. International Institutions. Scanning and monitoring global marketing environment; International marketing information system. Trade Policy and impact on IM.

Module 2

Challenges of International Marketing Research, International Market Entry Strategies, ; Global Customer analysis ; Global Customer Behaviors; Product Planning; Major Product and Services decisions. International Market Segmentation and Positioning; Screening and Selection of Markets. Product standardization vs. Adaptation; Managing Product line; International Product life cycle. Global Marketing Strategies and key decision factors; Global Entry Strategies- 4 Filter Model: Global Branding; Global marketing of Services.

Module 3

Pricing for International Markets: Factors affecting international price determination; International pricing process and policies. Delivery terms and currency for export price quotations; Transfer pricing. International Distribution Decisions: Distribution channel strategy- International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management transportation, warehousing and insurance.

Module 4

International Promotion Strategies: Communications, Management of Global Marketing Communication – key issues and challenges. International promotion tools and planning – Advertising, personal selling, publicity and sales promotion. Developing international promotion campaign; Planning for direct mail, sales literature, trade fairs and exhibitions.

Module 5

International Marketing -Organizing and Control; Emerging Trends in International Marketing; Sustainable Development in Global Marketing; Sustainable Marketing and Global Consumers; Cause-Related Marketing in Global Context; Global e-marketing, Components of Electronic Value Chain.

References/Books

1. Kotabe, Masaaki and Helsen Krtiaan: International Marketing, Wiley, 6th ed.
2. Cateora, Phillip R. and Grahm L John, International Marketing, Irwin McGraw Hill, Boston.
3. U.C, Mathur, and International Marketing: Text and Cases, Sage India.

MM001 CONSUMER BEHAVIOUR (Credit 3)

Objective:

The objective of the course is to give students a critical understanding of factors influencing Consumer behavior which can be used in the development of effective marketing strategies

Contents

Module-1

Introduction to Consumer behavior: Nature and Importance of Consumer Behavior, Application of Consumer Behavior in Marketing- Factors influencing Consumer Behavior. Need of market segmentation and Strategic targeting. Consumer Research Process.

Module-2

Consumer Decision Process (CDP) Model, Retailer influence on consumer behavior (location, sales people, store attributes, changing retail formats) – time saving and time using goods – polychronic time use – Post purchase – consumption experiences – Customer satisfaction – Determinants of customer satisfaction(Product performances, consumption feelings and expectations).

Module-3

Change in the Consumer Market Structure (Generation Y, Generation X, Baby boomers, young again Market) – Personality (Psychoanalytic, Socio-psychological and Trait theories) — Consumer motivation (Need priorities, Motivational conflicts and Motivational intensity) – Consumer Knowledge (product knowledge, Purchase knowledge, Self- knowledge, Consumption and usage knowledge) – Consumer attitudes (Multi attribute model) - How important are Consumer Intentions. Consumer Learning(Behavioral learning, Information Processing and Cognitive Learning, Consumer Involvement and Passive learning, Outcomes and measures of Consumer Learning) and Consumer Perception (Sensory Dynamics of Perception, Elements of Perception and Consumer Imagery)

Module-4

Consumers in their Social and Cultural Settings : Family and Social Class, Family life cycle (Changing family and house hold structures) – Influence of Women and Children on Consumer Behavior –Influence of Culture on Consumer Behavior, Reference Groups(Socialization, Self-concept and self-comparison) – Opinion Leadership – Stimulating word of mouth and word of mouse communication – Adoption of Diffusion Process.

Module-5

Reaching the Consumer (Distribution Channels, Internet) – Communication and Consumer Behavior, Marketing Ethics and Social Responsibility (Exploitive Targeting, Manipulating Consumers, Social Responsibility)

Suggested Reading:

1. Leon G .Schiffman, Leslie Lazar Kanuck, Consumer Behavior, Pearson Education. 8th Edition
2. David L. Loudan & Albert J. Della Bitta, Consumer Behavior, Tata McGraw Hill, 4th Edition
3. Roger D Blackwell, Paul W. Miniard, James F. Engel, Consumer Behavior, Thomson, Learning Inc,10th Edition

MM011 SALES AND DISTRIBUTION MANAGEMENT (Credit 3)

Course Objectives:

This course is designed with an objective to prepare the student to develop and implement a sound sales force strategy as well as a distribution strategy.

Module 1: Introduction to Sales Management, Personal Selling Process, Sales organization–Sales vs Marketing Theories of Sales - Buyer Seller Dyads – AIDAS Theory – ‘Right Set of Circumstances’ Theory – Buying Formula Theory – Behavioral Equations Theory, Sales Forecasting Methods, Personal Selling Process. Negotiation tactics – Distributive and Integrative Negotiation- BATNA-- Sales Management Structure – Sales Management Positions – Role and Functions of Sales Manager – Inter Department Relations.

Module II: Sales Force Management- Recruiting, Selection and Training of Sales Force - Work Assignment to Sales Personnel – Routing and Scheduling of Sales Force – Objectives of Sales Quotas – Types of Quotas – Quota Setting and Administration – Concept, Objectives and Procedure of Setting Sales Territories. Estimate the size of Salesforce- workload method, sales potential method and incremental workload method.

Module III: Motivation, Compensation to Sales Force and Controlling – Personal Selling: Motivating the Sales Team: Motivation Programs, Monetary and Non-monetary Compensation, Evaluation of Sales Force - Controlling of Sales Force – Sales Records and Reporting Systems – Controlling of Expenses – Sales Budget – Sales Audit. Sales Planning and Control: Goal Setting, Performance Measurement, Diagnosis and Corrective Actions. Performance Analytics – Decision Tree Method.

Module IV: Channel Management - Distribution Policy, Strategic Issues in Distribution, Channel Design,-Different Forms of Channels -- Integrated Marketing Channels – Horizontal, Vertical, Multi-Channel Marketing Systems Channel Selection. Managing Channel Relationships, Managing Conflicts, Channel Evaluation. Legal aspects of channel management: Channel Management with respect to B2C Services, B2B, Retail and FMCG and FMCD. Key Account Management.

Module V: Market Analytics – Quantitative and Qualitative Analysis, Market Sizing, Go to Market Strategy Dealer wise and Region wise Analysis, creating price grid, Competitive profile matrix, Identify drivers of Net Promoter Score and Brand Loyalty, Campaign Effectiveness analysis. Distribution and Retail Metrics, Channel Effectiveness Analysis, Product line Analysis, Customer Satisfaction Index, Gross Value Added and Net Value Added. Creation of a product mix calculator.

References:

1. Still, Cundiff, Govoni – Sales Management: Decisions, Strategies & Cases – Prentice Hall, India.
2. Anderson R, Professional Sales Management – Englewood Cliff, New Jersey, Prentice Hall, India.
3. Sell – Subroto Bagcchi
4. What the CEO wants you to know – Ram Charan
5. Marketing Channels- Louis Stern, Adel El Ansary, Coughlan, Anderson & Natarajan (Pearson-7th Edition) [SAAN].
6. The power of Sales Analytics – ZS Associates

SEMIOTICS IN MARKETING (Credit 2)

Objective:

The course meant to introduce students to semiotics as a general theory of signs and to the basic notions of structural and social semiotics in order to be able to apply them the domain of marketing communication. Taking into consideration all aspects of the sign as a component of codes and messages and its structural quality realized through syntagmatic and paradigmatic relation and all other connotative and intertextual relations generated through advertisements.

The objective for the students is to gain;

- a. Basic Understanding and appreciation of Semiotics
- b. Develop capabilities to use Semiotic Analysis
- c. Obtain capabilities of creating their own ideas in semiotics based brand communication.

Contents

Module-1

Semiotic Principles

Theories of Symbolic Consumption: Structuralism, Cross-cultural Symbolic Consumption, Psychoanalysis and Structuralism - Theory of Symbol Formation, the Structure of Meaning; Beyond Consumer Mythology,

Module-2

Semiotic Research Approach

Interpretive Research Paradigm, Binary Structure of Discourse - Codes, Selection and Combination, Metaphor and Metonymy, Semiotic research Process: Data Collection, Semiotic Analysis- Semiotic Square

Module-3

Semiotics in Market

Semiotics and Brand Equity, The Structural Semiotics Paradigm, Field of semiotics, the brand system - Material Dimension, Conventional Dimension, Brand Codes, Category Code, Cultural Codes

Structure of Brand Discourse-Paradigm and Syntagm, the Contextual Dimension, Denotation and Connotation, Performative Dimension, Brand Mythology

Module-4

Consumer Brandscape

Terrain of consumer brand scape, Brand system, semiotic function, Code theory, Conventions, Types of code, Research Process- Steps involved in study

Module-5

Discourse Analysis

Brand Discourse: Discourse Theory- Binary structure of analysis, Visual Discourse, Analysis of brand discourse - Levels of Analysis, Cultural Context, and Narrative Discourse

Suggested Reading:

1. Laura Oswald, (2012), "Marketing Semiotics: Signs, Strategies, and Brand Value", Oxford University Press
2. Daniel Chandler, (2017), 'The Basics of Semiotics,' 3rd Ed., Routledge
3. Winfried Noth,; Handbook of Semiotics, Indiana University Press. 1990

MM003 RETAIL MANAGEMENT (Credit 3)

Objective:

1. To develop Knowledge of contemporary retail management issues at the strategic level.
2. To describe and analyze the way retailing works, specifically the key activities and relationships and various constituents of retail strategy.
3. To provide an academic underpinning to the above through the application of retailing theory and research.
4. To provide hands on tools and techniques on customer analytics

Module 1

Retailing - Definition, Functions, Importance, Retailing in India - Current Scenario, and its future prospects. Retailing from International Perspectives; Consumer Buying Decision Process, Influencing Factors, Consumer Shopping Behaviour. Types of Retailing. Concept of retail life cycle, Classification of retail store, the role of franchising in Retail. Multichannel and Omni channel retailing. Multi attribute analysis

Module 2

Retail Planning - Purpose, Method, Structure and Monitoring the Plan; Retail Marketing mix - Strategies; Retail Brand Management - Positioning, Personality, Merchandise Management, Meaning, Methods, Assortment and Inventory, Measuring Financial Performance: Measures of Financial Performance, The strategic profit model, Measures of retail performance

Module 3

Retail Location Decisions - Trading Area Analysis; Types of Locations; Site Evaluation; Store Design - Layout and Space Management; Visual Merchandising and Displays; Retail Pricing - Approaches, Influencing Factors, Price Sensitivity and Mark down Policy – EDLP Role of Pvt. Labels.

Module 4

Retail Promotion - Setting Objectives, Role of Advertising, Sales Promotion, Personal Selling, Public Relations and Relationship Marketing in Retailing; Human Resource Issues and Considerations, Customer Service Management. Customer Analytics Market Basket Analysis, Clustering and Association rules, RFM Analysis.

Module 5

Impact of Information Technology in Retailing, Integrated Systems and Networking, EDI, Supply chain decisions in Retail. E- Tailing Business Models, Future of E-tailing, Customer Database Management. Order fulfillment, Service operations in online retail, App based retailing.

Suggested Reading:

1. Michael Levy, Barton Weitz, Retail management, McGraw Hill
2. Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava, Retail Management, Oxford Publishing, India
3. Articles from Journal of Retailing.
4. Barry Berman and Joel R. Evans; Retail Management: A Strategic Approach, PHI, Tenth Edition

MM002 BUSINESS TO BUSINESS (B2B) MARKETING (Credit 3)

Objective:

To understand how organizations make buying decisions, the organizational influences and the variety of methodologies for addressing the various concerns of these influences. To understand the various occasions of organizational decision making, the role of B2B market research, branding of B2B brands and the new field of B2B Services.

Contents

Module-1

Nature of B2B Marketing, Business markets customers – Classifying Goods for business markets, Business Marketing Environment. Organizational Buying process, and Buyer Behavior- Buying situations, Buy, Grid Model – Buying Centre Concept – The Interpersonal Dynamics of Organizational Buying Behavior, Organizational forces, Customer Selection-TCO, Group force, Individual forces, Purchase Categories, Importance, Strategies and measurement of Customer Retention, Risk-reduction strategies.

Module-2

Customer Relationship Management – Types of Relationships, Buyer-seller Relationship, Customer profitability – Activity-based costing, Profitable few. Customer Relationship management, Drivers of Relationship Management. Segmentation: Bases, Customer portfolio, Segmentation process, Implementing segmentation strategy, Estimating demand, forecasting demand – Quantitative and qualitative methods. Strategic Planning Process: Components of Business Model, Building strategic plan, Capturing Global advantage, Global market entry options, Global strategy.

Module-3

Building Strong B2B Brand, Product Support Strategy- Product Policy, Product quality and customer value Developing– Product Life Cycle Analysis – Systems Marketing Concept – Management of Innovation and New Product Development: Diffusion of Innovation. Services for Business Markets: Full Customer experience, Delivering Effective Customer Solutions, Business Service Marketing – Challenges, Service Quality, Hybrid Offerings.

Module-4

Marketing Channels, Participants, Channel Design, Channel Administration. Marketing Logistics, Strategic Role of Logistics, and Logistics cost: Total Cost Approach – Cost Centre Concept, Impact on profit, Third party logistics. B2B Social Media, B2B Advertisements, Advertisement Effectiveness, Trade Show Strategies. Managing Personal Selling function- Managing Sales Force, Sales administration, Deployment Analysis.

Module-5

Pricing Process -, Price Objectives, Demand Determinants, Value based Pricing, Competition, - Pricing across Product Life Cycle – Competitive Bidding – Strategies for Competitive bidding.

Suggested Reading:

5. Micheal D Hutt, Dheeraj Sharma, & ThomasW. Speth, B2B Marketing – A South-Asian Perspective, CENGAGE, 11th edition
6. Robert Vitale, Joseph Giglierano & Waldemar Pfoertsch, 'Business to Business Marketing

- Analysis and Practice’, 2011, Pearson
7. Blythe, J. & Zimmerman, A. Business to Business Marketing Management, Thomson Learning Inc.
 8. Krishna K Havaldar Industrial Marketing: Text and Cases, Tata McGraw-Hill, , Publishing Company Ltd, New Delhi, 2nd edition

MM004 INTEGRATED MARKETING COMMUNICATIONS (Credit 3)

Objective:

This course is designed for students who seek careers in which they will make marketing communication decisions. The overall emphasis is on developing sound approaches to addressing marketing communication problems and relating these decisions to the firm's strategic orientation

Contents

Module-1

Overview of IMC, Impact of IT on IMC approaches, Corporate Image and Brand Management, Measuring brand equity, Consumer Buyer Behaviour (process), Models of Information search (Consumer attitude, consumer values, cognitive mapping)-Evaluation of alternatives, Modern trends in consumer buying environment. Promotions and Opportunity Analysis- Conduct Communication analysis, Promotional strategy, Budget, Types of budgets.

Module-2

Advertising Management- choosing Agency, Advertising planning and research, advertising goals, advertising schedules. Advertising theory- Hierarchy of effects, Means-End theory, Verbal and visual images. Types of Advertising appeals- Fear, Humor, Sex, Music, Rationality, Emotions, Scarcity. Advertising Design: Message Strategies and execution Frameworks- Cognitive, Affective, Conative and their sub-types.

Measures of Media Cost Efficiency -Reach, Frequency, Continuity, OTS,GRP,CPM,CPRP Research, Effective reach and frequency, Recency theory, Intrusion value. Types of media selection- Pros and cons

Module-3

E-Marketing-Concerns. Interactive marketing-Banner Ad, Blogs, Email marketing/newsletter, podcast, social networks, viral campaigns, search engine optimization. Buzz marketing, Guerilla marketing, Product placement and branded entertainment, Life style marketing. Alternative Media venues- Video game advertising, Cinema advertising, In-Tunnel advertising, Parking lot advertising, Escalator advertising, Airline inflight advertising, Carry home menus, POP tactics, Brand communities.

Module-4

Database and direct response marketing- Life time value analysis, RFM analysis, Permission marketing. Sales promotion- Coupons, premiums, contest and sweep stales, refunds, sampling- types of sampling, Price-off, Trade promotions- Allowances, Incentives, Shows, and Contests. PR and sponsorship programmes, cause related marketing, Green marketing, Preventing or reducing image damage. Sponsorship and event marketing.

Module-5

Evaluating IMC- Concept testing, Copy testing, Recall, Recognition test, Attitude and opinion test, Emotional reaction test, Physiological arousal test. Evaluation criteria- principles of PACT. Evaluating PR and overall IMC.

Suggested Reading:

1. Kenneth E. Clow and Donald Baack, Integrated Advertising, Promotion and Marketing Communications, Pearson , third edition
2. Wells, Burnett & Moriarty. Advertising Principles and Practices, Prentice-Hall, 8th Ed.
3. Belch G.E, Belch M.A, Advertising and promotion: An Integrated Marketing Communications Perspective, 6th Edition, Tata McGraw Hill

FINANCE SPECIALISATION

FM007 FINANCIAL & CAPITAL MARKET SERVICES (Credit 3)

Objective of the Course:

- To familiarize the students with the various aspects of financial services and associated operations.
- To provide students with a general understanding of the Financial Services and Capital Markets in India as well as the operations and processes involved.
- To enable the students to appreciate and understand the role, responsibilities and scope of activities carried out by financial Intermediaries as well as the regulators.
- This course is expected to impart useful knowledge and skills to those who are looking for careers in the financial services (including banking) and back office operations and will also help them in getting NISM certified.

Module I

Financial services and intermediaries. Concept and role of a mutual fund, Mutual Fund Structure and Constituents, Legal and regulatory environment, Mutual Fund products, Tax Aspects of Mutual Fund Products, Operational Concepts, Investors in MF, FATCA, Banking operations in MFs, Financial Transactions, Non-Financial Transactions

Module II

Fund distribution and channel management practices, Investor services (KYC, Transactions through RTA, Transactions through stock exchange, investment plans and services), Return Risk and Performance of Funds (Drivers of Risk and returns in a scheme, measures of return, measures of risk, benchmark and performance, quantitative measures of fund manager performance, sources of data to track mutual fund performance), Selecting the right investment product for investors.

Module III

SEBI's regulation and compliance requirements applicable to Intermediaries. Stock exchange and clearing house operations (Trading, Clearing & Settlement), Risk Management by stock exchanges. Securities broking operations, risk management and compliance. Other services offered by brokers.

Module IV

Instruments and methods available for raising capital (including foreign capital). Regulations applicable to issue of capital. Role of intermediaries like Merchant banker, underwriter, brokers, and RTAs in issue of capital. Methodology applicable to pricing of public issues. Venture capital and private equity as sources of capital.

Module V

Financial Institutions, Instruments and Services associated with trade finance and supply chain finance. Financial services associated with Insurance. Leasing & Hire purchase. Money markets (Products, regulators, processes and services). Instruments used for direct finance by corporates and institutions. Credit rating & Financial Information Services.

Reference Books

1. Financial Markets Operations Management (The Wiley Finance Series) 1st Edition by Keith Dickinson (Author)
2. Work book for NISM-Series-V-A: Mutual Fund Distributors Certification Examination
3. NISM-Series-II-B: Registrars to an Issue and Share Transfer Agents –Mutual Funds Certification Examination
4. NISM-SERIES-IX--MERCHANT-BANKING-EXAM-WORKBOOK (NISM IX)
5. NISM-Series-XV-Research Analyst Certification Examination Workbook - January 2016 (NISM XV)
6. NISM-SERIES-II-A--REGISTRAR-TO-AN-ISSUE-EXAM-WORKBOOK (NISM IIA)
7. SEBI (Merchant Bankers) regulations 1992
8. SEBI (Registrars to an Issue and Share Transfer Agents) Regulations 1993/ (Amendment) Regulations, 2006.
9. Making Sense of Corporate Venture Capital by Henry W. Chesbrough HBR Reprint (HBR1)
10. How Venture Capital Works by Bob Zider HBR Reprint 98611 (HBR 2)
11. Companies Act 2013, Chapter V Acceptance of Deposits by companies. Section 186 <http://ebook.mca.gov.in> (MCA V)
12. M. Y. Khan; Financial services 7th edition; McGraw Hill Education India (MYK)
13. Stephen g. Cecchetti; Money, banking & Financial Markets; McGraw hill international edition (SGC)
14. RBI Reports, Guidelines and Master circulars on Banking (RBI)
15. IRDAI General guidelines and circulars on Insurance (IRDAI)
16. NISM Series VII Stock Market operations & Risk management (NISM VII)

FM002 COMMERCIAL BANKING & FINANCE (Credit 3)

Objective:

The course aims to introduce students to commercial banks and how they deliver their services.

The topics covered include an overview of commercial banking, financial statements of banks, measuring and evaluation of bank performance, asset and liability management of banks management of the bank's investment and lending functions.

Contents

Module 1: Financial Statements of Banks. (6)

Balance sheet: Asset items, liability items, off-balance sheet items, problem of book value accounting. Income statement: Revenues and expenses. Measuring and evaluating the performance of banks: Stock values and profitability ratios, Measuring credit, liquidity and other risks, measuring operating efficiency. Fee income: Investment banking services, mutual funds and other investment products, insurance products, product line diversification, economies of scope and scale, information and customer privacy.

Module 2: Risk Management in Banks. (8)

Management of interest rate risk: Asset, liability and funds management, market rates and interest rate risk, interest rates hedging, interest sensitive gap management, duration gap management, limitations of interest rate management. Management of solvency risk (hedging): Use of derivatives, financial futures, short and long hedges, interest rate options, interest rate swaps. Management of Liquidity risk (Asset backed securities): Securitization – process, impact and risks, loan sales, standby Credit, credit derivatives.

Module 3: Investment, Lending, and Liquidity Management. (6)

Investment Management: Nature and functions of investments, measuring expected returns, liquidity, prepayment and other risks, investment maturity strategies, maturity management tools. Lending policies and procedures: Types of loans, factors affecting mix of loans, steps in lending process, review and workout. Liquidity and reserves management: Sources of demand and supply of liquidity, liquidity management strategies, estimating liquidity needs, impact of market discipline, reserve and money management.

Module 4: Managing Sources of Funds. (6)

Deposits: Types of accounts, costs, pricing, conditional pricing, deposit insurance. Non-deposit liabilities: Liability management, customer relationship doctrine, alternative non-deposit fund sources, measuring the funds gap, choosing among different fund sources, overall cost of funds. Management of capital: Role of capital, capital and risk exposure, types of capital in use, regulatory significance of capital, Basel I and II, planning to meet the capital needs

Module 5: Future of banking (4)

Mergers and acquisitions: Trends, motives, selecting a suitable partner, making a successful merger. International banking: Types of organizations, regulation, services, managing currency risk exposure, challenges, future of banking.

Suggested Reading:

1. Peter S. Rose and Sylvia C. Hudgins, Bank Management & Financial Services, 9/e, MGH
2. Gup, Benton E. and Kolari, James W., Commercial Banking: The Management of Risk, John Wiley & Sons (Asia).(2005)
3. Koch, W. T and MacDonald, Scott S. Bank Management, 5th Edition. Dryden Press.
4. Srivastava, P.K., Banking Theory and Practice, Himalaya Publishing House.(1994)Other
5. Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, Pearson
6. Meera Sharma Management of Financial Institutions with Emphasis on Bank and Risk Management, Prentice Hall of India

FM010: FINANCIAL MODELING USING SPREADSHEETS (Credit 3)

Objective:

Spreadsheets are used widely in finance. It is a powerful tool for a manager which (s) he will have to develop as one of her/his core skills. Skills in MS Excel, which is the most widely used spreadsheet software worldwide, is a something which will help managers to create models on the fly to take informed decisions. This course looks at this tool from a finance manager's view.

Contents

Module 1: Excel Skills for Financial Modeling

Over view & Design Introduction: Common faults - design process - reports and summaries - Development, Protection - Documentation. Features and Techniques & Sample Model: Formats - Data Validation - Conditional Formatting – Names. Excel Functions: Financial Functions - Dates and Date Functions - Conditional Functions - Large and Rank - Count (A) (If) - Boolean Functions – Offset. Data Tables, Array Functions and Formulas: Data Tables - Array Functions - Filling in Data - Multiline Cells - Multiple Spreadsheets - Text Functions - Named Cells - Hiding Cells - Formula Auditing - Formulating Millions as Thousands

Module 2: Basic Financial Calculations

Present Value and Net Present Value - Internal Rate of Return and Loan Tables - Multiple Internal Rates of Return - Flat Payment Schedules - Future Values and Applications – Continuous Compounding - Discounting Using Dated Cash Flows – Pension and Annuity

Module 3: Calculating the Cost of Capital

The Gordon Dividend Model - Capital Asset Pricing Model to Determine the Cost of Equity (r_E) - Using the Security Market Line to Calculate Cost of Equity - Three Approaches to Computing the Expected Return on the Market $E(r_M)$ - Calculating the Cost of Debt - Computing the WACC - When the Models Don't Work

Module 4: Financial Statement Modeling

How Financial Models Work: Theory and an Initial Example - Free Cash Flow: Measuring the Cash Produced by the Business - Using the Free Cash Flow to Value the Firm and Its Equity - Sensitivity Analysis - Debt as a Plug - Incorporating a Target Debt/Equity Ratio - Project Finance: Debt Repayment Schedules - Calculating the Return on Equity

Module 5: Portfolio Models

Overview of Portfolio Models – Computing Returns – Portfolio Means and Variances – Efficient Portfolios – Showing Inefficient Portfolios – Calculating Efficient Frontier – Finding the Market Portfolio – Calculating Variance Covariance Matrix

References:

1. **Simon Benninga**, Financial Modeling, MIT Press (2008) (SB).
2. **Alaister L day**, Mastering Financial Modeling in Excel: a Practitioner's Guide to Applied Corporate Finance. Financial times/ prentice hall, 2007.
3. **Ellen F. Monk, Joseph A. Brady, Gerard S. Cook**, Problem Solving Cases in Microsoft® Access™ and Excel ® Cengage Learning 2012

BASIC ECONOMETRICS FOR MANAGERS (Credit 3)

Course Objectives:

- The course provides a comprehensive introduction to basic econometric concepts, methods and techniques.
- The course intends to acquaint students with basic knowledge in estimation, diagnostic testing and inference using simple and multiple regression models.
- The course also provides basic introduction to data structure and regression analysis using statistical software.

Module 1

Introduction to Econometrics: Uses and Methodology of Econometrics. Introduction to data structure: Cross Section, Time Series and Panel data. Introduction to regression analysis and inference: The Classical Linear Regression Model. Statistical properties and assumptions of OLS. Estimation and Inference in Two-Variable Regression Model.

Module 2

Multiple regression models. The meaning of partial regression coefficients. Hypothesis testing in multiple regression. Estimation and Inference in the Multiple Regression Models. Functional forms of regression. Further extensions of OLS estimation: Dummy variable regression model, outliers and sample selection.

Module 3

Violations of classical assumptions and remedies: Multicollinearity, autocorrelation, and heteroscedasticity; tests and solutions, Specification analysis, Omission of relevant variable, Inclusion of irrelevant variable, proxy variables, Test of specification errors.

Module 4

Time series econometrics: autocorrelation, stationarity and consistency of the estimates, difference equations and the lag operator, Unit Roots and Stationarity. ARMA modeling, Autocorrelation Function (ACF), Partial Autocorrelation Function (PACF), Unit Root Tests: Augmented Dickey Fuller, Phillips-Perron test. Nonstationarity: Spurious Regression, Co-integration.

Module 5

Panel data regression models: Fixed effects and Random effects model. Binary choice and limited dependent variable regression models: Linear Probability Model, Logit and Probit models, Tobit model. Instrumental Variables and Two Stage Least Squares; Test of Endogeneity, Identification, Test of over identifying restrictions.

References:

- Wooldridge J. M. Introductory Econometrics: A Modern Approach, Cengage Learning Custom Publishing, 6th edition, 2015.
- Christopher Dougherty, Introduction to Econometrics, Oxford University Press, 4th edition (Indian edition) 2011.
- Gujarati, D. N., Dawn C. Porter and Sangeetha Gunasekar, Basic Econometrics, Mcgraw Hill Education, 5th Edition, 2011.
- James, H Stock and Mark, W. Watson, Introduction to Econometrics, Pearson, 3rd Editon, 2017
- Cameron, C.A. and Trivedi, P.K. Microeconometrics Using STATA, STATA Press, 2nd Edition, 2010.
- Enders, Walter. Applied Econometric Time Series, 2nd ed., Wiley & Sons (Asia), 2013

FM001 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT (Credit 3)

Objective: The focus of Security Analysis is on how others analyze your company's securities on their own. Whereas, that of Portfolio Management is on how investors analyze your company's securities in comparison with others' on the security market.

Module 1

Concept of Investment; Investment Instruments Introduction to the financial system
Financial Markets- Primary and Secondary Market Stock Exchanges – clearing and settlement process; Margin money, types of margins. Depository System, Indices, SEBI and Regulations.

Module 2

Investment Alternatives Risk –Return Analysis; Systematic and Unsystematic Risk Bond Valuation – YTC/YTM/Bond duration. Bond Returns &Prices; Bond Rating-Bond Management Strategies.

Module 3

Share Valuation; Share Valuation Models Cash Flow Valuation Models-Earnings Valuation Models Fundamental Analysis-E.I.C.

Module 4

Technical Analysis Chart patterns/Moving Average/RSI/ROC/MACD Efficient Market Hypothesis

Module 5

Portfolio Management Portfolio Analysis, Portfolio Selection Markowitz Model, Sharpe Model CAPM Portfolio Revision &Portfolio Evaluation.

Suggested Reading:

1. Bodie Zvi, Kane Alex, Marcus J, Allan and Pitabas Mohanty, Investments, 8th Edition, Tata McGraw-Hill, 2009.
2. Donald E. Fischer and Ronald J. Jordan, Security Analysis and Portfolio Management, 6th Edition, by Prentice-Hall, 2004.
3. Reilly, Frank K. and Edgar A. Norton., Investments, Seventh Edition

FM013 MICROFINANCE (Credit 3)

Objective:

The objective of the course is to understand the mechanism of microfinance and the various microfinance models.

Contents

Module-1

An Introduction to Microfinance, Microfinance Debates, Approaches in Microfinance Delivery, Mobile telephony, internet and other technology solutions for distributing MFI products

Module-2

Microfinance Models, MFI Models and Loan products, MFI group lending models, MFI individual lending models, MFI loan products and related issues,

Module-3

Microfinance financial Products and other products, MFI savings and savings products, MFI Micro insurance, Target Segments

Module-4

Government Initiatives, Innovations in Microfinance, Role and Scope for Formal Financial Institutions and Corporate, Legal Forms – Covers Issues in Transformation

Module-5

Key Functional Areas in MFIs, Interest Rate, Other Charges, Real Interest Rates and Their Calculations, MFI Ratings, Strategic Issues in the Growth of MFIs

Suggested Reading:

1. Joanna Ledgerwood, Microfinance Handbook an institutional and financial perspective: sustainable banking with the poor, World Bank Publications 2001
 2. Beatriz Armendariz & Jonathan Morduch, The economics of Microfinance, MIT Press, 2007
- K G Karmakar, Microfinance in India, Sage Publications, 2008

FM009 PROJECT FINANCE & CAPITAL BUDGETING (Credit 3)

Objectives

In this course, students learn the types of capital investments for which project financing is suitable and how to engineer the financing arrangements that support it. Because of project financing's enormous practical value, students of finance would be wise to learn about it so they can include it in their financing skill set.

Contents

Module 1 Introduction, Rationale and Structuring a Project

Introduction to Project Finance: What is Project Finance -Who are sponsors of Project Finance Deal- Industry Sponsors - Public Sponsors - Contract Sponsors - "Purely" Financial Investor - Theory of Project Finance Rationale: The Need for Contracts – Advantages of Separate incorporation – Underinvestment Problem – Reallocating Free Cash Flow – Asymmetric Information and Signaling – Advantages of Project Financing – Disadvantages of Project Financing Structuring: Undivided Joint Interest - Types of SPVs - Conflict of Interests between Sponsors - Lenders and Wealth Expropriation – Leveraging Project Finance for Development – Regulatory Issues

Module 2: Project's Viability, Valuation and Appraisal

Analysing Project Viability: Technical Feasibility – Economic Viability – Creditworthiness Project Valuation – Discounted Cash Flow Analysis – Project Cash Flows – Cash Available for Debt Service – Equity Cash Flows – Quasi Market Valuation – Preparing a Project Financial Plan – Project Appraisal - Risk Analysis of Single Investments – Sensitivity Analysis – Scenario Analysis – Break Even Analysis – Monte Carlo Simulation – Real Options

Module-3 Assessing and Managing Project Risks

Risk Analysis: Completion Risk – Technological Risk – Financial Risk – Currency Risk – Political Risk – Environmental Risk – Force Majeure Risk. Managing Project Risk: Use of Insurance– Derivatives – Financial Intermediation – Delegated Monitoring - Measuring Political Risk – Covering Country Risk

Module 4: Project Financing Plan and Methods

Project Financing Plan: Pre-commitments – Timing of Drawdowns – Expected Cash Flow Profile – Currency Profile of Project Revenue and Costs - Syndication – Refinancing - International Financial Institutions - Multilateral Banks - Bilateral Agencies- Developmental Banks - Export Credit Agencies - Other Financial Intermediaries – Borrowing Capacity With and Without Drawdowns Funding Options: Equity - Mezzanine Financing - Subordinated Debt - Project Leasing - Project Bonds – Governmental Assistance – World Bank Loans

Module 5: Social and Governmental aspects

Issues for host government: Contribution to Host's Economic Development – Investment Incentives Given – Tax Revenues – Project Participation – Monetary Impact – Host Govt. Exposure to Project Debt – Public Private Partnerships – Types of PPP. Cost Benefit Analysis (CBA): Definitions – Appraisal Steps – Financial to Economic Analysis – Fiscal Corrections – Shadow Prices – Social Discount Rate – Economic Rate of Return.

Suggested Reading:

1. Dr. John D. Finnerty Asset-Based Financial Engineering Second Edition John Wiley Sons
2. Dr. Prasanna Chandra – Project Planning, Analysis, Financing, Implementation and Review, Tata McGraw Hill, 7th edition.
2. Narendra Singh – Project Management, Himalaya Publishing House, 1999
3. Stefano Gatti - Project Finance in Theory and Practise, Academic press, 2nd edition.

4. P.K. Das, PPP and Project Finance, Development and Use of Financial Models
5. Haldea, G, Infrastructure at Cross Roads: The Challenges of Governance
6. Esty, B.C., Modern Project Finance A Casebook
7. European Union Guide to Cost-Benefit Analysis of Investment Projects

FM005 FINANCIAL DERIVATIVES & RISK MANAGEMENT (Credit 3)

Objective:

The objective is to explain the basics of derivative instruments and their applications in the real world scenario

Contents

Module 1

Introduction- Derivatives Markets Types of derivatives - Forwards, Futures, Options, Swaps
Uses of Derivatives – Derivatives and risk management Role of Derivatives Markets,
Participants in Derivatives market Price convergence of futures and cash market

Module 2

Forward and Futures- Market Structure Types of Future Contracts, Stock futures and stock index
futures Specification of a futures contract Forward vs futures contracts Futures pricing – Cost of
carry model Hedging Strategies using futures

Module 3

Options- Types of options, Option positions Specification of stock options Options markets,
Properties of an option contract – Option boundaries, put-call parity;

Module 4

Options pricing- Binomial pricing and Black Scholes Option pricing Introduction to Option
Greeks; Option Trading Strategies

Module 5

Swaps – Currency swaps and interest rate swaps – using swaps for speculation and for economic
advantage; Credit derivatives - CDO and CDS

Reference books

1. John C. Hull. (2007). Options, Futures and other Derivatives, 6th ed. New Delhi : Prentice Hall of India
2. Robert A. Strong. (2006). Derivatives : An Introduction, Thomson South Western
3. S.S.S. Kumar (2007). Financial Derivatives, New Delhi : Prentice Hall of India

FM011 STRATEGIC FINANCIAL MANAGEMENT (Credit 3)

Objective

The financial strategies of corporations are very complex in nature. The industry characteristics within which a company operates plays a key role in determining its assets and cost structure. The financial strategy of a company that raises funds from market is influenced by investor demand and market conditions. Companies continuously transform themselves to meet the emerging challenges and financial policies which are important vehicles to communicate and execute some of these initiatives. The complexity and economies of large projects pose challenge in developing risk mitigation strategies. The corporate financial policies are continuously shaped by interactions of many of these forces. Strategic Financial Management course deals with these complex situations and makes to understand in comprehensive manner how finance managers contribute to the effective decision making and what strategies lead to the enhancement of firm's value and reduction of risk. This course also aims at integrating corporate financial decisions, corporate strategy and financial markets.

Contents

Module 1: Corporate Strategy and Financial Policy

Interdependency of Financial Goals and Policies – Constraints on Financial Goals – Sustainable Growth and Modern Financial Theory - Financial Goals and Strategic Consequences – Choice between Growth and Return on Invested Capital

Module 2: Financial Strategies

Cost of Capital – Divisional Cost of Capital – Basic Equation – Objective Risk – Subjective Risk – Risk Index - Measuring Assets Employed – ROI versus EVA – EVA and MVA – How is EVA used. – Firm Valuation – Cash Flow Return on Investment - The Adjusted Present Value Approach – Effect of Leverage on Firm Value – APV and Financial Leverage

Module 3: Investments in Risky Projects and Real Options

Investment Opportunities as Real Options – Mapping a Project Onto an Option – Linking NPV and Option Value – NPVq – Valuing the Option – Seven Steps Framework – Option to Delay a Project – Option to Expand – Option to Abandon

Module 4: Corporate Strategies, Capital Structure Choices and Liability Management Policy

The Capital Structure Puzzle - Managerial and Neutral Mutation Hypotheses - The Static Tradeoff Hypothesis - Internal vs. external equity - Timing of security issues - Borrowing against intangibles and growth opportunities - Exchange offer - Issue or repurchase of shares - Existence of target ratios – Capital Structure's Long Term Impact – A Practical Framework for Developing Capital Structure

Module 5: Corporate Strategies, Dividend decisions, Cost of Financial Distress, Information Asymmetry and Conflict of Interest.

Why Companies Pay Dividends – Why Companies Repurchase Shares – Cash Distribution versus Common Stock Repurchases - Setting the Right Mix - Financial Distress – Debt Holder Equity Holder Conflicts – Conflicts between Different Classes of Creditors

References:

1. **Principles of Corporate Finance** by Richard A Brealey, Stewart C Myers and Franklin Allen, 9th Edition, McGraw Hill (here after referred as BMA)
2. **Financial Markets and Corporate Strategy** by Mark Grinblatt & Sheridan Titman, 2nd Edition, Tata McGraw Hill, 2003
3. **Investment Valuation Tools and Techniques** by Aswath Damodaran Third Edition, Wiley
4. **Management Control Systems** by Robert Anthony, Vijay Govindrajana, McGraw Hill

FM006 INTERNATIONAL FINANCE (Credit 3)

Objective:

The objective of the course is to provide an understanding of both the key features of foreign exchange markets and the actual problems of Multinational Corporation within an environment of free flows of foreign capital and floating exchange rates

Contents

Module-1

Introduction and Unique dimensions of International Finance- importance, benefits. Introduction to Exchange Rates- Direct quotes, Indirect Quotes, American Term, European Term. Direct Vs Indirect Exchanges and Cross Exchange Rates, Rupee Appreciation and Depreciation Bid & Ask Rates, Two Way Quotes, Spread, Converting Two way quotes, Cross Rates Foreign Bank Note Market, Spot Foreign exchange Market

Module-2

Forward Foreign Exchange, Spot rate, forward rate, Forward Exchange premium and discounts, Forward rates versus expected future spot rates, Currency Futures, Currency Options Forwards, Futures and options Compared

Module-3

Purchasing Power Parity Principle- Law of one price, Absolute (static) form of PPP condition, Relative(or dynamic) form of PPP, Empirical evidence on PPP, Statistical problems for evaluating PPP, Practical Importance of PPP, Interest rate Parity Theory- Investment and borrowing Criteria, covered interest-parity condition, Combining PPP and interest parity, analyzing why covered interest differences persists- practical case studies

Module-4

Foreign Exchange Risk and Exposure- Understanding, nature of Risks, Transaction Risks and Translation Risks. Operations Affected by Exchange Rates- Importer and Exporter Alternative Hedging Techniques- Leading, lagging, Cross-hedging, Currency diversification Application of Forwards, Futures, options and SWAPS; Risk exposure management; Export and import documentation: Bills of exchange, export bill discounting, PCFC, Letter of Credit

Module-5

Factors to consider in Multinational Capital Budgeting- Exchange rate Fluctuations, Inflation, Financing arrangement, blocked funds, uncertain salvage value, impact of project on Prevailing cash flows, real options

Suggested Reading:

1. Eiteman, D. K., Stonehill, A. I., Moffeit, M. H.: Multinational Business Finance, 8th Edition, Addison Wesley, 1999
2. Shapiro A. C.: Multinational Financial Management, 6th Edition, Prentice Hall, 19993.
3. P G Apte, International Financial Management, 5th Edition, Tata McGraw Hill Publishing Company

HUMAN RESOURCES MANAGEMENT SPECIALISATION

HRM003 ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT (Credit 3)

Objective:

The course aims at sensitizing the students about the dynamics involved in the management of change. The basic concepts, approaches, change initiatives along with the OD interventions are introduced to the students to manage the change processes

Contents

Module-1

Introduction to Change Management - Perspectives on Organizational Change - Managing/creating a positive organizational culture - Models of Change. Stages of change management, Dimensions of change

Module-2

Resistance to Change- Culture and Change Management, Emotional intelligence, Leadership development,

Module-3

Introduction to Organization Development – History, Definitions - OD – The Process - OD Practitioner – Role, Skills and Style, Consultant and Client Relationship.

Module-4

Introduction to OD Interventions – Overview of Different Categorizations- Human Process Interventions- Techno Structural Interventions- Human Resource Management Interventions- Strategic Interventions

Module-5

OD and the Changing Environment, Organizational effectiveness

Suggested Reading:

1. Wendell L French and Cecil H Bell, Jr. Organization Development: Behavioral Science Interventions for Organization Improvement. Prentice Hall India.
2. V Nilakant and S Ramanarayanan. Managing Organizational change. Response Books.
3. Thomas G Cummings and Christopher G Worley. Organization Development and Change. South-Western College Publishing

HRM005 PERFORMANCE MANAGEMENT (Credit 3)**Objective:**

This course examines the significance of an effective performance management system in helping organizations in defining and achieving short and long term goals. Students will be oriented that it is an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. This course will help students to understand that performance management is concerned with identifying, measuring and developing the performance of individuals and teams and aligning their performance with the strategic objectives of the organisations.

Contents**Module-1**

Performance Management System: Basics of PM, definition, purpose, principles, concerns, ethical considerations, challenges and Scope. Performance Management System as a business strategy and financial results control systems.

Module-2

Motivational theories and performance, designing of Performance Management Systems based on motivational theories: Creating performance measures, setting performance goals, measuring performance, rewarding Performance. Performance linked to reward system and employee productivity.

Module-3

Performance Appraisal: Performance goals and standards, need and objectives of PA; Uses and process of Performance Appraisal, Characteristics of effective appraisal system; Different Methods of PA (Traditional and Contemporary). Appraisal for managers, supervisors and workers. Performance measurement and the balanced scorecard. Performance measurement issues and their effects.

Module-4

Performance Management alternatives and their effects. Performance counselling, mentoring and coaching. Role of HR Mangers and Line Managers in effective PMS,

Module-5

Performance Management Systems in global context: Philosophy, culture and practice in India and the top industrial economies of the world. Performance management methods, techniques and processes in MNCs.

Suggested Reading:

1. Rao, T. V. and Pareek (ED) Redesigning Performance Appraisal Systems, Tata McGraw Hill Publication Co. Ltd., New Delhi.
2. Neale, Frances, Handbook of Performance Management, Jaico Publishing House, New Delhi.
3. S.K. Chakravarthy, Managerial Effectiveness and Quality of Work Life-Indian Insights, Tata-McGraw Hill Publishing Co.Ltd
4. Peter Drucker, Management, Allied Publishers
5. G.K.Suri, C.S Venkata Ratnam and N.K.Gupta, Performance Measurement and Management
6. Merchant, A. K. & Van der Stede, W. A., Management Control Systems: Performance Measurement, Evaluation and Incentives, Second Edition, Pearson Education Limited, 2007, (Chapters 1 – 12)
7. Niven, P. R., Balanced Scorecard Step by Step: Maximizing Performance and Maintaining Results, John Wiley and Sons, 2002, (Chapters 1 – 6)

SOCIAL PSYCHOLOGY OF ORGANIZATIONS (Credit 2)

Course objective

The course seeks to provide an alternate view that focuses on the Employee - Organization relationship with emphasis on individual and organizational characteristics that may require a fit with each other. In this vain ecological psychology may be a better model that explains EOR providing a conduciveness perspective rather than the prevailing inducement perspective which treat human resources exploitatively. The suggested perspective proposes Human Resource Management as providing the right kind of ecosystem for desired employee behavior.

Module 1: Organizational Theory- Modern, Interpretivist and Post-modern views. Culture concept, definition and dimensions- Organizational Culture and its dimensions- Levels of culture- Organizational Metaphors/ Implicit models.

Module 2: The individual and the organization- individual differences – Choice of occupation – career anchors concept, dimensions and relevance

Module 3: Perception- Perceptual errors- individual differences in perception- organized nature of the perceptual field- functional selectivity of perception.

Module 4: Individual and performance- Self efficacy: concept, definition and relevance for organizations, locus of control, self-esteem. Positive Psychology

Module 5: The context of behavior –industry as context – industry mindset – Organizational culture as context and resource- functional specialization as contextual force. Ecological Psychology in action

References

1. Mary Jo Hatch: Organization Theory, Oxford, 2006
2. Hofstede: Cultures and Organisations, Harper Collins, 1994
3. Edgar Schein: Career Dynamics: Matching Individual and Organizational Needs
4. Krech and Cruchfield: Chapter on Perceiving the World of Theory and Problems of Social Psychology
5. Encountering the world: Edward S. Reed
6. Bandura, A: Social foundations of thought and action: A social cognitive theory.
7. Hofstede: Cultures and Organisations, Harper Collins, 1994
8. Hofstede: Culture's Consequences

LEADERSHIP (Credit 2)

Course objective

- i. To examine the behaviors, traits, and skills of both effective managers and leaders
- ii. To make students familiar with different ways of exercising leadership, their own strengths and weaknesses, and how they can best work with others in a leadership context
- iii. To make them learn and apply leadership traits and skills in a hands-on practical way.
- iv. To help them develop leadership potential to meet the challenges and opportunities of today's dynamic global work environment.

Module 1:

Understanding Leadership: Leadership as a Trait, an Ability, a Skill, a Behavior, a Relationship, and as an Influence Process. Global leadership attributes, the dark side of leadership, Leader effectiveness and success.

Module 2

Approaches to Leadership: Trait approach, Skills approach, Behavioral approach, Situational approach, Contingency theory, Path–Goal theory, Leader–Member Exchange theory, Charismatic leadership theory, Transformational and transactional leadership, Authentic leadership, Servant leadership, Adaptive leadership, Empowering leadership, Ethical leadership, Emerging theories.

Module 3:

Recognizing your traits and developing leadership skills: Leadership training programs, learning from experience, Developmental activities, facilitating conditions for leadership development, Systems perspective on leadership development.

Module 4:

Power and influence in leadership: Power and influence concepts, Power sources, How power is gained or lost?, Consequences of power, Guidelines for using power, Proactive influence tactics, Effectiveness of proactive tactics, guidelines for specific tactics, Power and influence behavior.

Module 5

Emerging issues in Leadership: Team leadership, Gender and leadership, Culture and leadership, Strategic leadership, How leaders think? Leading global business, leading for creativity, Addressing ethics in leadership.

Reference Books:

1. Northouse, P. G. (2014). Introduction to leadership: Concepts and practice. Thousand Oaks, California: Sage publications.
2. Northouse, P. G. (2018). Leadership: Theory and practice. Thousand Oaks, California: Sage publications.
3. Yukl, G. A. (2017). Leadership in organizations. New Delhi: Pearson Education.
4. Mumford, M. D. (2010). Leadership 101. New York, NY: Springer Publishing Co.

HRM001 HUMAN RESOURCE DEVELOPMENT (Credit 3)

Objective:

This course will develop a critical understanding of the potential and limitations of the contribution of human resource and talent development policies and strategies to formulating and achieving objectives at national, organizational, group and individual levels and will enable the development of intellectual, social, professional and personal skills to perform effectively in associated professional roles.

Contents

Module-1

Concept; Origin; Evolution; Theoretical Foundations; Scope of HRD, Aligning HRD with Business strategy; Competency models; Learning theories & HRD, Application of Motivation theories in HRD.

Module-2

Training & Development: Need Identification; Training Design, Traditional & Modern Methods of training; Training Development & Implementation; Evaluation of training; Kirkpatrick's model;

Module-3

HRD Interventions: Performance Appraisal; Potential Appraisal; Employee Counseling; Coaching; Mentoring, Organization Development & Change; Modern HRD Interventions.

Module-4

HRD Interventions: Employee Empowerment; Employee engagement; Employee involvement; QWL; Career Planning; Career Development; Learning Organization;

Module-5

Strategic HRD; Assessment Centre; E-learning; Knowledge Management; Intellectual Capital, Business Results & Employee Growth, HRD & Return on Investment

Suggested Reading:

1. John P. Wilson, HRD, Kogan Page
2. Tapomoy Deb, HRD-Theory & Practice, Ane Books, India.
Udai Pareek, Training for Development.

HRM008 REWARD MANAGEMENT (Credit 3)

Objective:

Reward Management refers to the strategies, practices, and processes involved in rewarding employees in accordance to their contribution to organizational success. Effective reward management improves employee performance, engagement, and retention. Reward management has become more relevant and challenging due to the changing nature of work and the workforce in the knowledge economy. In this course students will learn various economic and social psychology theories that underlie reward management, components of reward systems and elements of employee reward, the methods used in designing and administering reward systems, and the relevant laws governing reward management in India.

Contents

Module-1

Introduction to reward management

Definition, evolution, and characteristics. The reward management framework– Aims, strategic reward, contextual factors, reward concepts, and reward philosophy. Reward system. Effective reward management.

Theories of Wages

Marginal Productivity Theory, Classical Theory of Employment, Real Wage, Sticky wages, Efficiency theory, Human Capital theory, Agency Theory, Reservation wages, sorting and Signaling. Minimum Wage, Fair Wage, and Living Wage.

Module-2

Elements of Employee Reward

Basic, variable pay, allowances, benefits, and non-monetary rewards. Perquisites and Fringe Benefits. Employee Pension schemes. Contingent pay schemes for individual and team (Bonus, Incentives, Profit sharing, Gainsharing, Share schemes, etc.). Shop-floor compensation schemes (Payment-by-results; Time rate and Piece Rate). Emerson Efficiency Plan; Halsey Premium Plan; Rowen Premium Plan; Gantt plan, Taylor Differential Plan; Merrick Differential Plan.

Total Rewards. Intrinsic and Extrinsic Rewards. Monetary and Non-monetary rewards. The Psychological Contract. Hackman and Oldham Job Characteristics Model.

Cost-to-Company.

Module-3

Valuing and grading jobs

Job and Person based structures. Job, skill, and competence analysis, Job Evaluation- Job Evaluation Methods. Hay Guide Chart Profile Method. Designing Pay Levels, Pay Mix, and Pay Structures – Grade Structures, Broad banding, Market Rate Analysis, Compa-Ratio, Pay reviews. Compensation HRIS.

Module- 4

Rewarding Special Groups. Rewarding Directors and Senior Executives, Sales force and Customer Service Staff, and Knowledge workers.

Special aspects of Reward Management: Mergers and Acquisitions; New, Start-up, and High-growth Organizations

The Practice of Reward Management. Developing Reward Systems; Managing Reward Systems; Evaluating Reward Management

Module-5

External influences on reward management. Wage Survey - Wage Board – Latest Pay Commission report. Consumer Price Index, Cost of Living Index - Wholesale Price Index. Code on Wages 2019; Minimum Wages Act 1948; Payment of Wages Act 1936; Equal Remuneration Act, 1976; Maternity Benefit Act, 1961; Workmen’s (Employee’s) Compensation Act, 1923; Employees’ State Insurance Act, 1948; Payment of Bonus Act, 1965; Employees Provident Fund Act, 1952; Payment of Gratuity Act, 1972.

Suggested Reading:

1. Armstrong, M., & Murlis, H. (2007). Reward Management: A Handbook of Remuneration Strategy and Practice. Kogan Page Publishers.
2. Armstrong, M (a). (2007). A Handbook of Employee Reward Management and Practice. Kogan Page Publishers.
3. Armstrong, M (b). (2002). Employee Reward. CIPD Publishing.
4. Colander, D. (2017). Macroeconomics. McGraw-Hill Education

5. Kavanagh, M.J., & Johnson, R.D. (2017). Human Resource Information Systems: Basics, Applications, and Future Directions. Sage.
6. Newman, J.M., Gerhart, B., & Milkovich, G.T., (2017). Compensation. McGraw-Hill Education.
7. Singh, J.K. (2002). Labour Economics: Principles, Problems and Practices. Deep & Deep Publications Limited.

HRM009 COMPETENCY BASED HUMAN RESOURCE MANAGEMENT (Credit 3)

Objective:

This course aims to equip students with the knowledge and skills to design competency framework and effectively work with them by linking to human resources sub-systems. Additionally, the course covers measurement of competencies through Behavioral Event Interviewing (BEI) and design of Assessment Tools for Assessment/Development Centre.

Contents

Module-1

Evolution of Competency Based HRM; Definition, Purpose, Types of competencies, classification of competencies, criticisms of working with competencies and responses, Challenges of working with competencies, Characteristics of good competencies

Module-2

Different approach to competency mapping, approaches to describing competency maps, scale construction

Module-3

Linking Competencies to HR subsystems and its relevance (viz. Competency Based Selection; Competency based Training & Development, Competency Based Performance Management, Career and Succession Planning etc)

Module-4

Competency Based Interviewing (CBI/BEI), Features of CBI, Strengths and weaknesses of CBI, Funneling/Probing techniques, Appropriate and Inappropriate questions, Power of Silence, CBI Stages, Rating Errors.

Module-5

Assessment & Development Centre; Design of Assessment tools mapped to various behavioral indicators. (Group Interactive Exercise, In-basket exercise, Role Play, Case Study, Analysis -Presentations, Simulations, Ability Tests etc.)

Suggested Reading:

1. Competency based HRM; Strategic resources for Competency Mapping, Assessment and Development Centres – Ganesh Shermon
2. Assessment & Development Centres; Iain Ballantyne & Nigel Povah
3. Designing and Achieving Competency: A competency based approach to developing people, Boan R, Sparrow P., McGraw Hill
4. David D. Dubois, Competency-based Human Resource Management, Nicholas Brealey Publishing Lim
5. Talent Assessments – A manual of Competency based Assessment Development tools – Ganesh Shermon and Anavir Shermon

COACHING (Credit 3)

Objective:

This course aims to equip students with the knowledge and skills to enable them to effectively develop themselves or others using a structured coaching process and be skilled in utilizing the coaching tools and techniques in a variety of situations.

Contents

Module-1

Coaching Foundation - Overview of coaching, need for coaching, Definitions of Coaching, Relationship of Coaching to other practices, Coaching Dimensions, Why is Coaching important, Principles of Coaching, International Coach Federation (ICF) Core Competencies, ICF Ethical Guidelines.

Coaching Conversations - establishing the right fit for a coaching relationship, Elements to consider for the Right Fit, Questions the Coach Should Be Prepared to Answer, Client Readiness for Coaching, International Coach Federation Ethical Guidelines, Topics and Elements for Coaching Agreements, Coaching Agreements.

Module-2

Coaching Language & Models - Dialogue and Supporting Skill Sets – Listening, Inquiry and Advocacy, speaking with Intent, the power of silence, speaking guidelines, insight
Coaching Models - GROW Model, The Coach Model, Inquiry and Advocacy within the Coach model, CREATE Coaching Model, Dance of Insight

Module-3

Structure of coaching engagements - Setting Primary Goals, Building Strategies, Setting Actions, SMART/CRAFT guidelines for Objectives/Goals
Managing Coaching Sessions – General, Managing Session 1, Managing Session 2, Managing Session 3-11 and Managing Session 12, Barriers to getting “Unstuck”

Module-4

Sources and Methods of Collecting Data, Effective Feedback Techniques, measuring and tracking results Executive Coaching and Team Coaching

Suggested Reading:

1. **Jackie Arnold**, Coaching Skills for Leaders in the Workplace: How to Unlock Potential and Maximise Performance, Robinson Publishing.
2. **Max Landsberg**, Mastering Coaching: Practical insights for developing high performance, Profile Books.
3. **Harvard Business Essentials series**, Coaching and Mentoring: How to Develop Top Talent and Achieve Stronger Performance, Harvard Business School Publishing Corporation.
4. **Marshall Goldsmith**, Coaching for Leadership: writings on Leadership from the world's Greatest Coaches, Wiley.
5. **John Whitmore**, Coaching for performance: growing people, performance and purpose, Nicholas Brealey publishing.
6. **Phil Harkins & Marshall Goldsmith**, The Art and Practice of Leadership Coaching: 50 Top Executive Coaches Reveal Their Secrets, John Wiley.
7. **Marshall Goldsmith**, What got you here won't get you there, Profile Books.

HRM004 STRATEGIC HUMAN RESOURCE MANAGEMENT (Credit 3)**Objective:**

The objective of the course is to develop the perspective of strategic human resource management. This course will facilitate the students to distinguish the strategic approach to human resources from the traditional functional approach. This will help the future managers to understand the relationship of HR strategy with overall corporate strategy, understand the strategic role of specific HR systems, and appreciate SHRM in the context of changing forms of organization.

Contents**Module-1**

Introductory Case- Strategy, Vision Mission, Value, Generic Strategies- Business and Strategy - Competitive Strategy - “Ambitions beyond the resources”: The Concept of Strategic Intent - A hand in every pie? - The Five Forces Model as a model to analyze the business entity/Strengths Weaknesses Opportunities and Threats - Portfolio Models / BCG Matrix - Competition from the Strategy Perspective.

Module-2

The organization: A New Look - Formulating Strategy - Organization, Culture and Strategy - A value addition perspective of organizational processes - Beyond Structure.

Module-3

A (new) theory of Management- HRM and the Environment- The transformations in HR from a strategy perspective - Versions of HRM - The Miles and Snow typology of Organization- The Systematic Approach to Strategy/ Formality in Strategic Management- The idea of Fit or Congruence - Theoretical perspectives for HRM- The models of SHRM: High Commitment, High Performance and High Involvement- Motivation for Performance-Resource and Competition- Human Resource as Resource- The resource based view of HR Strategy- Competitive advantage through people: The Best practices Approach- HRM impact on Performance- Competitive advantage through people: Best fit- Competitive advantage through people: Bundling- Competencies- HR and dynamic capability- Rewards and Strategy-The Scorecard Approach: A Tool to bridge HR and Strategy- Corporate Strategy and HR Strategy- Why Strategies fail: A Human Dilemma- HRM – and the firm Leadership and Strategy -The Manager's Job- Growth and HR Challenge.

Module-4

Change Management -Models of Change Management - Managing Culture/ Institutionalizing the Strategy.

Module-5

Case 1- Case 2- Case 3 (Capstone Cases)

Suggested Reading:

1. Jeffrey A Mello, Strategic Human Resource Management.
 2. Michael porter What is Strategy
- Michael Armstrong, Strategic Human Resource Management: A Guide to Action, Kogan Page Publishers, Jan-2000

HRM013 GLOBAL HUMAN RESOURCE MANAGEMENT (Credit 3)

Contents

Module 1

Introduction to International Human Resource Management (IHRM). Differences between Domestic and International HRM, Variables that moderate differences between domestic and international HRM. Socio-Cultural context of IHRM, National culture and HRM, Major economies and their HRM practices. Organizational structure of Multinational Corporations, IHRM and organizational design, Designing the multinational enterprise, Offshoring, Outsourcing, and In-shoring.

Module 2

Staffing International Business Approaches to Staffing, Sources of Human Resources, Host-Country Nationals (HCNs), Parent-Country Nationals (PCNs), Third-Country nationals (TCNs), Diversity issues in international recruitment and selection, Selection Criteria for International Assignments, Recruitment and Selection of International Managers International assignment: Reasons and Types, Expatriates, Rationale for foreign assignment, Expatriates in host country, Freelance expatriates.

Module 3

International Performance Management Culture and performance management Expatriate performance management International compensation: Key components of an international compensation program for expatriates, approaches to international compensation of expatriates.

Module 4

International Training, Development and Careers: Components of effective pre-departure training programs, TCN and HCN expatriate training. Developing staff through international assignments. Developing international teams, re-entry and career issues, the repatriation process, Re-entry and repatriation problems, Global Leadership Development.

Module 5

International Industrial relations: Industrial relations policies and practices of multinational firms. Trade unions and international industrial relations, Flexibility and work–life balance, managing diversity in multinational firms.

References/Books

1. Brewster, C., Houldsworth, E., Sparrow, P., & Vernon, G. (2016). International human resource management. London: Chartered Institute of Personnel and Development.
2. Briscoe, D., & Schuler, R. (2009). International human resource management: Policies and practices for multinational enterprises. New York, NY: Routledge.
3. Dowling, P. J., Festing, M., & Engle, A. D. (2013). International human resource management: Managing people in a multinational context. Hampshire: Cengage Learning.
4. Edwards, T., & Rees, C. (2017). International human resource management: Globalization, national systems and multinational companies. Harlow: Pearson Education.
5. Tayeb, M. (2005). International human resource management: A multinational company perspective. New York: Oxford University Press.

OPERATIONS MANAGEMENT & SYSTEMS SPECIALISATION

OM012 TECHNOLOGY, INNOVATION & FUTURE OF WORK (Credit 3)**Objective of the Course:**

This elective course is expected to familiarize the students with the continuing disruption of professions and work as it exists today. Technology led innovation is bringing in autonomous systems and new business models. The skill requirements of employees, role of managers and structure of the organization also need to change in line with these changes. It will also give an overview of the importance of integration—of design and the user with a company’s business priorities. Also the multiple perspectives emerging as a result of Technology and Innovation (e.g. the changing perspective of mobility and sustainability and How AI is giving new opportunity for the HW industry). The

changing global scenario in terms of products which have innovative technology or manufacturing innovation will also be examined.

This course is expected to impart useful knowledge and skills to those who are looking for careers in the operations management (including back office operations), Human Resource Management and business consulting.

Revised Syllabus

Module I Introduction: The economic characteristics of Knowledge. Increasingly connected humans. The evolution of professional work. The drive towards externalization. The liberation of expertise. Production and distribution of expertise. Moore's law as a staircase of 'S' curves.

Module II Transformation in Manufacturing: Decomposition and recombination of production. Where is the value in the value networks? The implications of ICT enabled services in manufacturing, Industry 4.0. Prototyping, additive manufacturing and mass customization.

Module III Managing for Automation & Autonomous systems: Robots, Cobots & Smart drones and their anticipated role in reshaping industries. Robotic Process Automation and its impact on business processes, decision making and resource deployment. Distributed digital ledgers and their applications.

Module IV Organizations of the future: How transformation touches every facet of the organization. Changing role of Manager in the organizations of the future. Agile organizations .High performance work systems. New governance models..

Module V How work as we know is going to get transfigured: Future of work – Preparing for and shaping the future of work and organizations. End of omnichannel strategies. New workplace with robot as a colleague. Freelancing economy. Next generation operating model. Changes in mobility.

Reading List

Books

1. The Future of Work: Robots, AI, and Automation (Brookings Institution Press, 2018) by Darrell M. West
2. Adaptive Space: How GM and Other Companies are Positively Disrupting Themselves and Transforming into Agile Organizations by Michael J. Arena | Jun 12, 2018
3. Value Proposition Design: How to Create Products and Services Customers Want (Strategyzer) by Alexander Osterwalder , Yves Pigneur , et al. | Jan 28, 2015
4. Rise of the Robots: Technology and the Threat of a Jobless Future (Basic Books, 2016) by Martin Ford

5. The Future of the Professions: How Technology Will Transform the Work of Human Experts (Oxford University Press, 2017) by Richard Susskind and Daniel Susskind
6. The Future of Work: Attract New Talent, Build Better Leaders, and Create a Competitive Organization (Wiley, 2014) by Jacob Morgan

Other References

UNIDO Reports & Articles on 21st century manufacturing and Future of Work

7. McKinsey Quarterly 2018 4 issues ,2019 number 1 (1 issue) (5 Issues in Total)
8. McKinsey articles on Future of Work and Agile organizations

Methodology for Instruction & Learning

This is a student centric course. Simulation, Case method and discussions based on the latest published articles will be major avenues for learning. McKinsey quarterly of 2018 (4 nos.) and other articles will form the basis of discussions. Harvard simulations on Innovation Strategy (Backbay Battery) will be used as a part of the course. HBP case on the latest acquisition of GE Appliances by Chinese appliance major HAIER will be considered for Case discussion.

OM005 SERVICE OPERATIONS MANAGEMENT (Credit 3)

Course Objective:

Manufacturing management principles cannot be applied to services without recognition of the different operating environments and the uniqueness of service delivery systems. The intent of the course is to provide an understanding of the role of the services and the unique challenges faced by service operations managers as well as equipping the participant to design service enterprises and manage service operations.

Contents

Module 1

Understanding the Nature of Services: The role of services in an economy, Distinctive characteristics of service operations, classifying services for strategic insights

Module 2

Understanding the challenges for operations managers: Developing and using the service concept,
Service strategy –The strategic service vision-Competitive service strategies- Winning customers in the market place

Module 3

Designing the service enterprise: New service development, Delivering services on web, Service facility design and layout, Supporting facility, Service facility location

Module 4

Managing Service Operations: Service encounter, Managing capacity and demand, managing waiting lines, Service supply relationships, managing facilitating goods

Module 5

Driving continuous improvement in services: Service Quality, Dimensions of Service Quality, Reinforcing Service Quality through Service Recovery and Service Guarantee, Growth and globalization of services –Franchising, Domestic and global service strategies

References / Books

1. Fitzsimmons, J., & Fitzsimmons, M. (2013). Service management: Operations, strategy, information technology. McGraw-Hill Higher Education.
2. Johnston, R., & Clark, G. (2019). Service operations management: improving service delivery. Pearson Education.

OM013 QUALITY MANAGEMENT (Credit 3)

Course Objective

This course provides students with the knowledge and techniques required to bring about a culture of continuous improvement in organizations, and build and sustain performance excellence. The course introduces basic quality management concepts and builds on that knowledge to explore statistical thinking to diagnose, reduce, and eliminate causes of variation and to assist in process improvement, production planning and control, and decision making.

Module 1

Principles of Quality - Introduction to Quality, History of Quality Management; Foundations of Quality Management - Quality Philosophies and Frameworks; Quality Management Systems – ISO 9000 family of standards

Module 2

Customer Focus – Understanding customer needs, Building a customer focused organization, Managing customer relationships; Workforce focus – High performance work

culture, Designing high performance work systems, Sustaining high performance work systems; Process focus – Identifying processes and requirements, Process design

Module 3

Statistical Methods in Quality – Acceptance Sampling; Statistical Process Control, control charts for attributes and variable data; Process Capability Measurement

Module 4

Process Improvement – Basic tools for process improvement; Six Sigma – Principles of Six Sigma, DMAIC Methodology, Design for Six Sigma – Quality Function Deployment, Taguchi Loss Function, Reliability; Lean Tools for Process Improvement

Module 5

The Baldrige Excellence Framework, International Quality and Performance Excellence Programs; Strategy and Performance Excellence; Measurement and Knowledge Management for Performance Excellence; Leadership for Performance Excellence; Building and Sustaining Quality.

Reference Books

Evans, J. R. & Lindsay, W. M. (2017). Managing for quality and performance excellence, 10th ed. Cengage.

Goetsch, D. L., & Davis, S. B. (2016). Quality management for organizational excellence: Introduction to total quality 8th ed. Pearson.

Besterfield D. H., Besterfield-Michna, C., Besterfield, G. H., & Besterfield-Sacre, M (2011). Total Quality Management, 4th ed. Pearson.

DATABASE MANAGEMENT SYSTEM (Credit 3)

Objective:

To provide a strong foundation in database technology and to introduce the current trends in the industry for effective application of IT, especially database technologies in organization's routine functioning.

Contents

Module 1

Introduction to File and Database systems, Database system structure, Data Models, Introduction to Network and Hierarchical Models, ER model, Relational Model

Module 2

Relational Database design – Functional dependences and Normalization for Relational Databases (up to BCNF)

Module 3

SQL Introduction - Data Definition Language, Data Manipulation Language, Data Control Language, SQL functions and operations, Nested queries and join operations.

Module 4

ACID properties of a transaction, Intro to commercial databases - Oracle, MySQL etc, Database Connectivity, Database hosting.

Module 5

Database variants – Object Oriented Databases –Multimedia Databases – Geographic Database – Distributed Database Management System

Suggested Reading:

1. Avi Silberschatz, Henry F. Korth and S. Sudarshan- Database System concepts, McGraw-Hill, 2010.
2. Ramez Elmasri and Shamkant B. Navathe, Fundamental Database Systems, Addison-Wesley, 2007.
3. Raghu Ramakrishnan, Database Management System, Tata McGraw-Hill Publishing Company, 2003

E-COMMERCE (Credit 3)

Objective:

The course is aimed to provide an understanding of the theories and concepts underlying e-commerce and to equip students to understand practices the e-marketers are adopt in "the real world". The course will offer familiarity with current challenges and issues in e-commerce.

Contents

Module 1

Introduction to E-Commerce, Benefits, Impact of E-Commerce, Classification of E-Commerce, Application of E-Commerce Technology, Business Models, Framework of E-Commerce., Business to Business, Business to Customer, Customer to Customer

Module 2

E-commerce eco system – Cloud computing overview, Introduction to SOA and cloud deployment models/types such as IaaS, PaaS and SaaS. Introduction to cloud security.

Module 3

Securing Business on Network: Security Policy, Procedures and Practices, Site Security, Firewalls, Securing Web Service, Transaction Security, Public Key algorithms, Authentication Protocols, Digital Signatures, Security protocols for Web Commerce, Cyber Law

Module 4

Electronic Payment Systems: Online Electronic Payment Systems, Prepaid and Post Paid Electronic Payment Systems Information Directories and Search Engines, Mobile Commerce – framework and applications

Module 5

Launching Your E business- Marketing an E-Business, Search Engines and Directories, Public Relations, Consumer Communication, News Groups & Forums, Exchanging Links, Web Rings, E-Business Back end systems, Business Record Maintenance, Back up procedures and disaster Recovery plans

Suggested Reading:

1. Bharat Bhasker, Electronic Commerce, Framework technologies and Application - fourth edition, 2008, TMH Publications
2. Ken Laudon and Carol Guercio Traver, E-Commerce 2012, CourseSmart e-Textbook, Prentice Hall, 8/E, 2012,
3. Henry Chan, E -Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007

OM001 PROJECT MANAGEMENT (Credit 3)

Course Objective

This course will cover the frameworks and approaches which will enable the student to perceive and implement projects as a means for successful growth and innovation. Appreciation of the need for flexibility, continuous resource configuration and establishment of a collaborative network of stakeholders and development of the initial steps of such a capability is the expected outcome of this course.

Module 1: Introduction

The definition of a project, the traditional three project objectives, Adaptive project management, NTCP (Novelty, Technology, Complexity, Pace) approach for adapting to a Project's risk and benefits. Project Life cycle, Project Risk Management. Software and Applications for Project Management (Microsoft Project or any other software).

Module 2: Project Initiation

Strategic Management and Project Selection, The Project Manager, Managing Conflict and the Art of Negotiation, The Project in the Organizational Structure, The work breakdown Structure and linear responsibility charts, Organizational Breakdown Structure (OBS).

Module 3: Project Planning & Scheduling

Activity Planning; Traditional and Agile, Estimating; Costing & Budgeting, Scheduling (PERT/CPM, Critical Chain Project Management), Reducing product duration (Laddering techniques, Project crashing), Resource allocation, Resource Loading and Resource levelling.

Module 4: Project Execution

The planning –monitoring-controlling cycle, Earned Value Analysis, Computerized Project Management Information system, Project control, Control of Change and scope creep.

Module 5: Project Closure & Benefit Realization

Project Auditing, Project Termination, Project Learning. Global Projects. Project Insurance.

Reference Books

1. Jack R. Meredith, Samuel J. Mantel Jr., Scott M. Shafer; Project Management: A Managerial Approach, 10th Edition (2017)
2. Aaron J. Shenhar, Dov Dvir ; Reinventing Project Management ; Harvard Business School Press
3. Erik Larson , Clifford Gray Project Management: The Managerial Process (McGraw-Hill Series Operations and Decision Sciences) 7th Edition(2017)

OM004 SUPPLY CHAIN MANAGEMENT (Credit 3)

Objective:

The objective is to give students a managerial knowledge of basic concepts and principles. The strategic importance of a good supply chain design, planning and operation for every firm is covered in the syllabus. The role of inventory management, transportation, Warehousing, purchasing and integration in managing an effective supply chain is dealt in detail.

Module 1

Understanding the supply chain – objectives of a supply chain, Importance of supply chain decisions, Decision phases in a supply chain, Process views of a supply chain. Drivers of supply chain performance, framework for structuring drivers. The role of distribution in the supply chain ,Factors influencing distribution network

Module 2

Planning Demand and supply in a supply chain: The role of forecasting in a supply chain , characteristics of Forecasts, Time-series Forecasting methods, Measures of Forecast errors. Responding to predictable variability in a supply chain, Managing supply, Managing Demand, The role of cycle inventory in a supply chain, Economies of scale to exploit Fixed costs and also to exploit quantity discounts, The role of safety inventory in a supply chain, determining appropriate level of safety inventory

Module 3

Transportation Infrastructure: Transport Functionality, Principles and Participants, Transportation structure, Transport economies and Pricing, Transportation documentation.

Warehousing: Strategic warehousing, Warehouse operations, Warehouse decisions, Packaging for materials handling efficiency, Materials Handling

Module 4

Supplier Evaluation, Selection and Measurement: The supplier evaluation and selection process, Various methods of supplier evaluation and selection, Key supplier evaluation criteria, Supplier measurement decisions, Types of supplier measurement techniques, Supplier Quality, Managing Supplier quality – The role of the buyer. The role of purchasing in managing supplier quality, **Supplier evaluation systems**

Module 5

The role of IT in a supply chain, the supply chain IT framework. Lack of supply chain coordination and the Bullwhip effect, The effect of lack of coordination on performance, Obstacles to coordination in a supply chain, Managerial levers to achieve coordination, Building Strategic partnership and Trust within a supply chain, Collaborative Planning, Forecasting and Replenishment (CPFR)

Reference Books

1. Sunil Chopra, Peter Meindl, DV Kalra, (2006), Supply Chain Management – Strategy, Planning and Operation (Third Edition), Pearson.
2. Donald J Bowersox, David J Closs, M Bixby Cooper (2007), Supply Chain Logistics Management (Second Edition), McGraw Hill.
3. Robert Monczka, Robert Trent, Robert Hanfield (2005), Purchasing and supply chain management (second edition), Cengage Learning.

OPERATIONAL RISK MANAGEMENT (Credit 2)

Course Objective:

This course will present the operational risk management framework and try to estimate the risk in the organization. The course begins with an explanation of the components in the form of operational risk management framework, assessment, and quantification process. This course is designed to equip the students to identify, quantify, and prioritize the risks associated with this value creation. It will enable them to develop and execute plans for realizing it by understanding the possible approaches for tackling a clear understanding of a target's risks across the whole business.

Module 1 - Introduction of operational risk

Concept of operational risk (OpsRisk), scope of OpsRisk, the operational risk management framework, OpsRisk necessary policy and processes, functional requirements of underlying OpsRisk enabling systems, types of risk, identifying risks, tools for analysing past events, tools to collect opinions, tools to analyse operations,

Module 2 – Operational risk framework, Risk Assessment & Risk Quantification

Overview and foundation of operational risk framework, the four data building blocks, operational risk governance, operational risk policy. Quantification in conjunction with operational risk, key components that constitute OpsRisk quantification - Loss distribution approach (LDA), loss database, distribution modelling, loss simulation, capital calculation, challenges associated with operational risk quantification

Module 3 - Operational Due Diligence

The Rationale for the historical shift in Operational due diligence., The ODD Process (Document Review, Service checks, Service provider Review), Compliance built into operations, ODD in financial services and operations, Operational Risk Capital, Risk Appetite of Organizations

Module 4 – Risk Control

What risks to assess, measuring risk, likelihood of a risky event occurring, consequences when a risk occurs, evaluating consequences, risk assessment tools – FMEA, scenario analysis, simulation, MCDM

Module 5 – Technology Risk and Risk in Service Operations

Operational risk in service industries, Supply Chain Risk, Information system risk and cyber risk, Applications of AI in Risk management, Data, Privacy, Regulatory requirements and Legal liabilities

Reference Books:

1. Operational Risk Management: A Case Study Approach to Effective Planning and Response by Mark D. Abkowitz
2. Operational Risk Management: A Practical Approach to Intelligent Data Analysis edited by Ron S. Kenett, Yossi Raanan
3. Philippa Girling, Operational Risk Management: A complete guide to a Successful Operational Risk framework; Wiley
4. Measuring and Managing Operational Risk: An Integrated Approach edited by Paola Leone, Pasqualina Porretta, Mario Vellella
5. Operational Risk Management by Hong Kong Institute of Bankers (HKIB)
6. Managing Supply Chain Risk and Vulnerability: Tools and Methods for Supply Chain decision makers edited by Teresa Wu, Jennifer Vincent Blackhurs

HUMANITARIAN OPERATIONS MANAGEMENT (Credit 2)

Course Objective

The course will provide insights into managing and decision-making related to humanitarian operations. Humanitarian operations management (HOM) refers to those operations that are mandated to deal with disasters and human suffering through relief and are created through the coordination of supplies, information and finances, which are moved between donors, beneficiaries, suppliers, and humanitarian organizations in order to provide aid to beneficiaries. Hence, studying HOM is important since disasters have an impact on infrastructure, thereby creating disruptions in operations and supply chains and affect firm profitability and performance.

Module I

Introduction to managing humanitarian operations, Strategic aspects of humanitarian operations, Survey and assessment of loss or extent of the disaster, Formulation of operational strategies, Overview of the stakeholders in humanitarian operations, and the behavioural aspects of humanitarian operations.

Module-II

Financial Evaluation in humanitarian operations – Social Cost benefit analysis, Principles of Cost-benefit analysis, Economic valuation of individual preferences, Present value of benefits and costs distributed over time, Valuation of human life, Risk equity and shadow prices.

Module III

Relief-chain logistics in natural disaster, Humanitarian logistics design and planning, Role of humanitarian supply chain management in various disaster situations across the globe, Coordination and collaboration in humanitarian supply chains, Physical flow design

Module IV

Inventory management models for disaster relief materials under risk and uncertainty, Supplier selection and demand allocation in humanitarian supply chain, Flexibility in humanitarian supply chains.

Module V

Information sharing and technology adoption in humanitarian operations, how advancements technology aids in humanitarian operations (Use of Robots, Cobots, Drones and IOT in relief operations), Process improvement in humanitarian operations, humanitarian operations as projects, setting of performance standards and carrying out performance evaluations.

Reference Books

1. Zobel, Christopher W., Altay, Nezh, Haselkorn, Mark P., *Advances in Managing Humanitarian Operations*, Springer.
2. Villa, S., Urrea, G., Castañeda, J.A., Larsen, E.R., *Decision-making in Humanitarian Operations : Strategy, Behavior and Dynamics*, Palgrave Macmillan, Springer, 2019.
3. Sahay, B.S., Gupta, Sumeet, Menon, Vinod Chandra, *Managing Humanitarian Logistics*, Springer, 2016.
4. Fugitt, D., Wilcox, S. J. *Cost Benefit Analysis for Public Sector Decision Makers*, Greenwood Publishing Group, 1999.

SOFTWARE PROJECT MANAGEMENT (Credit 3)

Objective:

In this course, focus is on the issues that are crucial to the development of good quality software. The course will equip students to look at several approaches to the process of software development and issues they need to address in the industry.

Contents

Module 1

Introduction: What is software, what is software process, what is software Engineering, Characteristics of Software Project, Activities covered by Software Project Management, Problems involved, Management function related to Project Management, Feasibility analysis.

Module 2

Overview of Project Planning, Finalizing Project Scope, Infrastructure, Analyzing Project Characteristics, Identifying Project goals and activities, Estimating time & effort, allocating resources, Review plan

Module 3

Project Execution Approach: Choosing Technologies, Structure Vs speed of Delivery, Waterfall Model, V-Process Model, Evolutionary model, Spiral Model, Software Prototyping, Incremental Delivery, Controlling changes during project execution

Module 4

Agile/scrum methodology – Introduction to Agile manifesto. Overview of Scrum, concepts of

sprint, scrum master, product backlog, product owner. Other sprint concepts such as burn down chart, task board, Daily scrum meeting, sprint retrospective.

Module 5 MS project

Introduction to MS Project 2013, Creating and defining projects, entering and scheduling tasks, Project 2013 views, calendars, organizing tasks, Working with Task Duration, Constraints, and Deadlines, Dependencies, resources, customizing and formatting, resource management, communication and progress updates, Tracking work in project, using baselines, running reports, printing project information, consolidating projects and resources

Suggested Reading:

1. Bob Hughes and Mike Cotterell, Software Project Management ,Tata McGrawHill,2010
2. Roger S Pressman, Software Engineering a Practitioner's approach, Tata McGraw Hill, Sixth edition,2005
3. Ince, Dorrel, Helen Sharp & Mark Woodman, Introduction to Software Project Management & Quality Assurance,Mcgraw-Hill,1993

REVENUE MANAGEMENT (Credit 3)

Course Objective

Revenue management course views Operational decision making using economic fundamentals of customer price response and market segmentation. The course aims to train the students on decision making at operational and firm level to manage operational capacity, resources and product availability policies across different selling channels in order to maximize performance and profitability.

Module 1: Introduction:

History of Pricing and Revenue Optimization (PRO) . The PRO process. Customer commitments. The role of segmentation. Impact of segmentation on pricing. Establishing "fences". Limits to segmentation. Segmenting by product definition. "Inferior" products. Effects of cannibalization. Effects of real and potential arbitrage.

Module 2: Pricing Theory & Pricing Analysis:

Review of Pricing Theory. Monopoly Pricing. Producer and Consumer surplus. Types of price discrimination (first-degree, second-degree, and third degree). Two part tariffs and quantity discounts. Bundling. Pricing Analysis. Price response functions and willingness-to-pay. Tactical pricing as constrained optimization. Basic pricing

optimality conditions. Pricing with a capacity constraint. The calculation and use of opportunity costs.

Module 3: The Revenue Management Problem:

The problem setting. Airline customer segmentation. Booking limits and protection levels. Littlewood's rule. "Critical fractile" method for overbooking. EMSR (Expected Marginal Seat Revenue) heuristics. Booking control mechanisms. Network management problem. Linear programming approach. Bid pricing. Revenue management in hotels, rental cars, freight transportation and other industries.

Module 4: Markdown management & Customized pricing

Markdown Management. Retail markdown management. Retail customer segmentation. Two-period segmentation model. Formulation as a constrained optimization problem. Customized pricing. The customized-pricing problem. Response to RFP and RFQ's. Win-loss curves. Maximizing expected profitability. Basics of logistic regression.

Module 5: Dynamic List Pricing & Customer Acceptance:

Dynamic List Pricing. The problem setting. Retail list pricing. E-commerce pricing. On-line bookseller example. Optimizing list prices. Interaction with replenishment decisions. Customer Acceptance. Customer perceptions of dynamic price differentiation. Implications from prospect theory. Dual entitlement. Price image. Examples from Amazon.com and Coca-Cola. Tactics for avoiding perceptions of unfairness.

Reference Books

1. Pricing and Revenue Optimisation by Robert L. Phillips. Stanford Business Book, 2005.
2. The Theory and Practice of Revenue Management by K. Talluri and G. Van Ryzin. Kluwer Academic Publishers, 2004.
3. Segmentation, Revenue Management and Pricing Analytics Paperback – 10 Mar 2014 by Tudor Bodea, Mark Ferguson

OM010 GAME THEORY FOR MANAGERS (Credit 3)

Module I:

Introduction to Game Theory, Applications and Examples – Self Interested Agents & Utility Theory. Game Theory: Normal Form, Payoffs, Strategies. Prisoner's Dilemma, Nash Equilibrium, Dominant Strategies. Pareto Optimality.

Module II:

Pure Strategy Nash Equilibrium - Mixed Strategy Nash Equilibrium. Hardness of Games: Computing Hardness Beyond 2x2 Games. Alternate Solution Concepts beyond Nash Equilibrium: Iterative Removal of Strictly Dominated Strategies, Minimax Strategy, Minimax Theorem for Zero-Sum Games, Correlated Equilibrium.

Module III:

Extensive Form Games: Perfect Information Games, Centipede Game, Backward Induction. Subgame Perfect Equilibrium. Introduction to Imperfect Information Games, Mixed Strategies and Behavioural Strategies.

Module IV:

Repeated Games: Finite & Infinite Repeated Games - Repeated Prisoner's Dilemma & Battle of the Sexes. Equilibria of Infinitely Repeated Games. Stochastic Games, Discounted Repeated Games, Limited Average versus Future Discounted Reward. Folk's Theorem.

Module V:

Bayesian Games: Definitions, Analysing Bayesian Games. Coalition Games: Transferable Utility Cooperative Games – Shapely Value – Applications. Mechanism Designs: Arrow’s Theorem, Myerson Satterthwaite Theorem. Efficient Mechanisms & Auctions: VCG, Bidding, Second-Price Auctions, First-Price Auctions, Optimal Auctions.

References (Books):

1. Fudenberg, D., & Tirole, J. (1991). Game Theory. Cambridge, MA: MIT Press. ISBN: 9780262061414.*
2. Osborne, M. J., & Rubinstein, A. (1994). A course in game theory. MIT Press. ISBN: 9780262650403.
3. Tadelis, S. (2013). Game theory: an introduction. Princeton University Press. 9780691129082.

OM014 STRATEGIC OPERATIONS MANAGEMENT (Credit 3)

Course Objective

This course will focus on the core tools of operations management not only from a strategic perspective and also from the perspectives of digitalization, innovation and sustainability. Sourcing, accruing and developing operations capabilities that other organizations cannot copy is definitely a robust way to sustain competitive advantage. This course is expected to facilitate the development of such an approach among the students.

Module 1: Introduction & Managing the Transformation Process

Introduction to Strategic Operations Management, Factors within the input/output model of operations, Operations management and added value, Strategic importance of layout and process, the hybrid layouts, Leveraging technology for competitive advantage. The emergence of Servitization.

Module 2: Human Resources & Strategic Operations Management

Human resources as an integral feature of strategic operations, Human resource know-how and inventiveness, organizational and cultural rigidities which hamper operations, working with robots and Cobots, Managing freelancer resources.

Module 3: Doing it better – Managing and improving quality

Understanding quality from a strategic perspective. Developing quality as a sustainable competitive advantage. Manufacturing systems and processes for continuous improvement in quality. How models such as product design, customer focus, lean manufacturing, Six Sigma, Total Quality Management (TQM), and the ISO 9000 family of standards are used to improve business results.

Module 4: Capacity & Scheduling Management

Contemporary techniques for capacity & scheduling management, Digital factory, Robotic Process automation of back office operations, using operations capability in strategy formulation, Need for strategic resonance. principles of postponement in design, processes and logistics, mass customization, global location factors for offices, plants and distribution centers, collaborative planning, forecasting and replenishment (CPFR) systems, Intelligent Manufacturing Systems (IMS)

Module 5: Sustainability

Legislative; market and industry drivers of sustainability and derived business objectives, Identification of the place of impact in the value chain, tools and techniques needed to quantify environmental impact in supply chains such as life cycle assessment and carbon foot printing, design for the environment, recycling and re-manufacturing, energy efficiency, energy efficiency, eco-certification, responsible sourcing and managing supply of renewable resources.

Reference Books

1. Strategic Operations Management: By Steve Brown, John Bessant, Fu Jia 4th Edition
2. Slack N, Brandon-Jones A, and Johnston R (2013). Operations Management
3. The AI Advantage: How to Put the Artificial Intelligence Revolution to Work (Management on the Cutting Edge) 1st Edition, by Thomas H. Davenport (Author)
4. Digital Factory for Human-oriented Production Systems: The Integration of International Research Projects by Luca Canetta (Editor), Claudia Redaelli (Editor), Myrna Flores (Editor)

EMERGING TRENDS OF IT IN BUSINESS (Credit 3)

Course Description

This course aims to critically explore current and emerging trends in Information and Communications Technology (ICT) with emphasis on business value creation. It aims to critically enquire and report on the digital disruption that all industry sectors are experiencing. The anticipated outcomes are to critically think and report on emerging ICT trends in the current business environment; analyze the impact on organizational strategy and demonstrate a deep understanding of Business Value creation via the ICT Infrastructure deployment.

Module 1

World Wide Web of Lies? Ethics and information technology. Information Assurance: Computer security and forensics are critical issues, Search Engine Optimization, Types of SEO Techniques, Page Rank, Link Building on the internet

Module 2

Ubiquitous computing: Embedded and personal digital devices, mobile apps, Hadoop and Big Data, Virtual worlds

Module 3

The IoT paradigm, Smart objects, IoT Value Chains, NFC applications, social revolution of everyday life: The rise-and-rise of social media, Alternative human-computer interfaces, power of algorithms: Exploiting computers to solve problems.

Module 4

What is a blockchain?, What are transactions and blocks? How do P2P systems operate? What gives Bitcoin value?, The most prominent consensus mechanisms, Private, consortium, and public network; How do Smart Contracts work?, public/private keys, Cryptographic hashes

Module 5

Introduction to AI, Reasoning: goal trees and problem solving, Reasoning: goal trees and rule-based expert systems, neural nets, back propagation, genetic algorithms, support vector machines

BUSINESS ANALYTICS

BI011 BUSINESS MODELLING USING R (Credit 3)

Modules	Syllabus	Hours
Module 1	Importance of Data in Business and role of data in decision making. Data Analysis and Business Intelligence. Understanding Big data. Introduction to R, Familiarization of R Studio, Basic components in R Studio. R Syntax and programming - Variables & Operators, Vectors, List, Matrices & Arrays, Factors, Data Frames & Functions	6
Module 2	Reading data using R - Basic read write operations, Understanding exploratory functions to cover Summary & Structure of data, data behavioural description using measures of central tendency and measures of dispersion. Functions used for cleaning data - handling messy data and missing data	5

Module 3	Components of a good visualization, objective of visualizations, Basic charts and their purpose - pie, bar and histogram. Boxplot and its importance, Scatterplot and its importance Understanding ggplot2 package, functions in ggplot2 and usage of quickplot and ggplot2 functions	4
Module 4	Understanding of Supervised learning models Description of supervised modelling technique. Family of Regressions SLR, BLR, MLR Modelling a) SLR, BLR, MLR Concept b) Building the model c) Model diagnostics and evaluation d) Solving Business case using SLR, MLR, BLR Decision Tree a) Decision Tree Concept b) Building the model c) Model diagnostics and evaluation d) Solving Business case using Decision Tree method Random Forest a) Random Forest Concept b) Building the model c) Model diagnostics and evaluation d) Solving Business case using Random Forest method	11
Module 5	Understanding of unsupervised learning models Description of unsupervised modelling techniques Clustering a) Clustering Concept – K Means Clustering b) Building the model c) Model diagnostics and evaluation d) Solving Business case using Random Forest method Association Rules a) ARM Concept – Apriori b) Building the model c) Model evaluation d) Solving Business case using Random Forest method	6

Reference books

- 1 Hands-On Programming with R by Golemund and Garrett
- 2 Beginning R: The Statistical Programming Language by Mark Gardener

3 R for Everyone: Advanced Analytics and Graphics by Jared P. Lander

BI012 APPLIED BUSINESS ANALYTICS (Credit 3)

Modules	Syllabus	Hours
Module 1	<p>HR Analytics :</p> <p>Understanding role of analytics in HR Function, Understanding KPI's that needs to be modelled.</p> <p>Modelling Attrition - Understanding how modelling attrition helps an organization. Model Building, Model Diagnostics and evaluation.</p> <p>CTC prediction model- Modeling CTC prediction and evaluating social networks</p>	6
Module 2	<p>Operations Analytics :</p> <p>Understanding role of analytics in Operations Analytics - Introduction</p> <p>Distribution channel development - using predictive analytics in setting up distribution centers</p>	5

	Machine error alerts - Understand modelling techniques to Predict failures in systems Usage of Predicting modelling in demand and capacity management	
Module 3	Finance analytics : Understanding role of analytics in finance. Customer profiling using clustering techniques Applied Credit risk modelling using classification and regression techniques	4
Module 4	Marketing analytics : Understanding analytics in marketing. Usage of predictive modelling in Sales forecasting , Customer segmentation, Customer feedback analysis Retail analytics, Market Basket Analysis	11
Module 5	Healthcare Analytics: Relevance of analytics in healthcare. Understanding supervised modelling technique in Patient risk profiling, OP time optimization and patient diagnostics.	6

Reference books

- 1 Applied Predictive Analytics: Principles and Techniques for The Professional Data Analyst by Dean Abbott
- 2 Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data by Omer Artun and Dominique Levin
- 3 HR Analytics: Understanding Theories and Applications by Dipak Kumar Bhattacharyya

BI013 MACHINE LEARNING USING PYTHON (Credit 3)

Modules	Syllabus	Hours
Module 1	<p>Python syntax, functions, packages and libraries</p> <p>What is Machine Learning? Basics of python programming and installing and accessing jupyter notebook. Introduction to Python, Numpy and Pandas Packages, Variables & Operators. Vectors, List, Matrices & Arrays</p> <p>Factors, Data Frames & Functions. Reading, Writing Files, functions</p>	6
Module 2	<p>Data cleansing and pre-processing</p> <p>Reading, Writing Files, functions</p> <p>Data Cleaning -Type conversions , Handling Missing Data and outliers</p> <p>Exploratory Data Analysis - Measures of Central Tendency & Measures of Dispersion, visualization using Maltplot and Plotly</p>	5

Module 3	Supervised learning models Correlation, introduction to Family of Regression & Simple Linear Regression Multiple Linear Regression Logistic regression Decision Tree Random forest	10
Module 4	Unsupervised learning models What is Clustering, How clustering works, and Determining optimal number of clusters	6
Module 5	Model selection and hypertuing Overfitting and Underfiitnig Using Grid Search CV for model tuning	4

Reference books

1. Python for programming by Wes McKinney
2. Python programming by Leonard Eddison
3. Python Machine learning by Liu, Yuxi (Hayden)

BI014 VISUALIZATION USING TABLEAU (Credit 3)

Modules	Syllabus	Hours
Module 1	Introduction to Visualization & Tableau Desktop User Interface Introduction to data visualization , Familiarizing tableau workspace and features	2
Module 2	Data Loading and creating views Understanding data types, measures and dimensions, data loading and type conversions, Using Show Me Feature and Scenario Analysis using Bar , Line and Pie Charts	3

Module 3	Visualization using Charts, Graphs and Maps. Scenario analysis using Text tables ,Highlight tables, heat maps, area chart, Tree Map and Box Plot, Scenario Analysis using geographical maps and bubble charts , Filtering , Sorting and Aggregation, Introduction to Dual Axis charts, Scenario Analysis using Pareto, Bullet and Lollipop charts	12
Module 4	Data Visualization and Story Telling Arranging views to form stories. Developing and presenting stories.	7
Module 5	Developing interactive dashboards. How to develop dashboards, How to add interaction between dashboard elements. Deploy the dashboard in Tableau Public	8

Reference books

1. Learning Tableau by Joshua N Milligan
2. Tableau your data by Daniel G Murray

BI015 SOCIAL & WEB ANALYTICS (Credit 3)

(Taught using R & Python Software)

Modules	Syllabus	Hours
Module 1	Social Network Analysis Understanding Social Networks, Attributes of networks, nodes and edges, relationships in networks, betweenness and centrality, visualizing social network data.	6
Module 2	Analyzing Social media data Introduction to unstructured data, Text Analysis, Text cleaning and processing, Sentiment Analysis	6

Module 3	Introduction to web analytics Understanding web page layout, Introduction to web page layouts. Understanding components of a web page , introduction to HTML, Understanding CSS	6
Module 4	Techniques in Web analytics Understanding rvest package. Extracting web data using rvest package. Understanding Beautiful Soup Library. Extracting data using Beautiful Soup library	8
Module 5	Web Data exploration, analysis and Visualization Data preprocessing and cleaning, Understand regular expressions Summarize extracted data using histograms, plots and charts	6

Reference books

1. Web Scraping with Python: Collecting Data from the Modern Web : Ryan Mitchell
2. Automated data collection with R : Simon Munzert, Christian Rubba

BI016 ADVANCED BUSINESS ANALYTICS (Credit 3)

(Taught using R Software)

Modules	Syllabus	Hours
Module 1	Time Series Analysis Introduction to time series analysis, Time series objects, Trends - Cycles and Noise, and features, autocorrelation and ACF, Moving Average models, exponential smoothing, AR Model, ARIMA Model	8
Module 2	Support Vector Machine (SVM) and Naïve Bayes Classifiers	7

	Understanding SVM classifier, SVC – Linear Kernel, SVC -Polynomial Kernel, Understanding Naïve Bayes Classifier, Naïve Bayes Model , Model validation	
Module 3	Introduction to Dimensionality Reduction Techniques Factor Analysis, Principal Component Analysis, Backward Feature Elimination, Forward feature selection	6
Module 4	Classification and regression Trees Classification trees -Understanding information gain, Building and Pruning trees, Understanding prediction error. Regression Trees – Model building, Cross validation and prediction error	6
Module 5	Simulation Understanding simulation, Generating random variables, Generating Probability distributions, Application of simulation in business	5

Reference books

1. Business Analytics: The Science of Data-Driven Decision Making - U Dinesh Kumar
2. Introduction to Machine Learning with R –Scott V Burger

GENERAL MANAGEMENT

GM007 ENTREPRENEURSHIP & FAMILY BUSINESS MANAGEMENT (Credit 3)

Course Objectives:

1. To understanding real life business situations and business practices.
2. To develop a competent entrepreneur and a successful business intrapreneur of tomorrow.
3. Understand the challenges of family businesses

Module 1

What is Entrepreneurship? Some Definitions. The Entrepreneurial Process, the Entrepreneurial Mind, Creativity and Innovation, Concepts of Entrepreneurship Development, Entrepreneur vs. Intrapreneur, Entrepreneurship and Small Business; Definition of Small Business; Similarities and Differences between Entrepreneurship and Small Businesses.

Module 2

Creating Entrepreneurial venture- Business Planning Process, Environmental Analysis - Search and Scanning, Identifying problems and opportunities, Defining Business Idea, Forms of business for entrepreneurs. Government policies and agencies relevant to new enterprises. Financing options. Angel investors and venture capitalists. Options available for raising overseas funding.

Module 3

Strategies for a new entrant from a strategic management perspective. New Enterprise Creation. Designing organizational structure & Systems. Growth; Evolution of strategy and structure in a growing business; five stages of growth; the characteristics of small business at each stage of development Business models and rapid growth strategies; Customer-centered growth strategies.

Module 4

Family Business; How they matter and how they differ; factors that make a family business; cultural configuration of a family business; Stages of development and keys to success of a family business. Management practices that enable a family business to function effectively; Issues in succession and transition planning; The long-term winners in the family business; The command, continuity, community, and connection - or “the four Cs – in family business; Managing for the long run.

Module 5

What really needs to be done to build a successful organization for the long-term Problems faced by entrepreneurs. Approaches to build a high-growth, long-term and sustainable firm. Diversifying outside the industry and market.

References:

1. Aulet, Bill. Disciplined Entrepreneurship: 24 Steps to a Successful Startup. Wiley, 2013.
2. Coulter, Mary. Entrepreneurship in Action. Prentice-Hall, 2001.
3. Stephen Spinelli . New Venture Creation: Entrepreneurship for the 21st Century 2012
4. Kidder, Tracy. The Soul of a New Machine. Avon Books, 1990
5. Christensen, Clayton, and Michael Raynor. Chapter 2, "How Can We Beat Our Most Powerful Competitors." In The Innovator's Solution: Creating and Sustaining Successful Growth
6. Osterwalder, Alexander, and Yves Pigneur. Business Model Generation. John Wiley and Sons, 2010.

INTRODUCTION TO PUBLIC POLICY (3 Credit)

Course Overview

Public policy involves decision-making that is constrained by complex interactions between political preferences, embedded institutions, and limited resources. In this course students will learn the policy process and the basics of decision-making in the process, become aware of the institutional and values-based constraints that affect policy outcomes, and understand strategies to influence all phases of the policy process. The course is structured to progressively take students through various aspects of policy understanding, policy making and policy implementation.

MODULE 1: Introduction to Public Policy

Definition of Public Policy, Policy analysis vs policy studies, Approaches to policy analysis, Approaches to policy studies, Policy cycle framework

MODULE 2: Policy Subsystem

Institutions, Ideas, Actors, The political economic context, Policy making in a liberal democracy, International system and public policy, Policy subsystems, Policy regimes, Integrating institutions, ideas and actors

MODULE 3: Agenda Setting and Policy Formulation

Agenda setting, Objective construction of policy problems, Subjective construction of policy problems, Modes of agenda setting, policy windows, policy monopolies. Policy formulation, Phases of policy formulation, Content and substance of policy formulation, Policy instruments, Categories of policy tools, Policy alternatives

MODULE 4: Decision making, implementation and evaluation

Public policy decision making, The role of actors, Models of decision making, Rationalism, Incrementalism, Policy implementation, Implementation as policy design, Instrument choices, policy mixes, Implementation styles, Long term choice of instruments. Policy evaluation, policy learning, Positivist and post-positivist evaluation, Actors in policy evaluation, Types of policy evaluation, Policy feedback, policy termination.

MODULE 5: Change, Convergence and Failure

Patterns of policy change, Policy succession, feedback and termination, Types of policy change, Punctuated equilibrium model of policy change, Policy convergence, policy failure

Readings

- i) Studying Public Policy: Policy Cycles and Policy Subsystems by Michael Howlett, M Ramesh, and Anthony Perl
- ii) Public Policy: A New Introduction by Christoph Knill and Jale Tosun
Handbook of Public Policy Analysis - Theory, Politics, and Methods by Frank Fischer, Gerald J. Miller, 1st edition, Routledge - 2017; eBook ISBN 9781315093192

SOCIAL ENTREPRENEURSHIP (Credit 3)

Objective:

This course will create an overview of entrepreneurship in general and social entrepreneurship (SE) in particular among students. Through this course, students will acquire a general understanding of academic theory related to social entrepreneurship and its practical implications. Additionally, they will understand the antecedents required for social-entrepreneurial thinking and action, which benefits all stakeholders. Students will be exposed to Indian context in social entrepreneurship and particularly the prevailing economic / political / social environment from a social enterprises perspective. Students will gain the knowhow to transfer the obtained knowledge to strategic issues in this sector.

Module 1

Definitions and concepts of SE; Introducing the concept of Social Entrepreneurship - Social Entrepreneurship; A historical perspective - Historical tradition including inspiring examples - Social Entrepreneurship and for-profit setting - Concept of creating surplus (profit) and still having a social impact

Module 2

Micro enterprises; viability and compatibility with social businesses - Micro finance, neighborhood groups, Kudumbashree ventures – Social Ventures; How to Identify Social Ventures Opportunity? – Concept of social gaps or/and opportunities - Changing mindsets of nonprofits and governments - Profit orientation for long-term viability of resource deployment - Fundraising in social ventures and non-profit ventures; Psychographics of a modern day donor! – Crowd funding for social ventures

Module 3

Models of Social Entrepreneurship; Charity Model - Market Model - Policy Model - Grassroots Model - Funding Model - Education Model - Movement Model; Design thinking to solve social problems

Module 4

Scalability of Social Businesses; BLITZSCALING - Person centric model to process centric model – Roadblocks for scaling in SE - Assessing social ventures; Measuring Social Impact – Concept of SIA (Social Impact Assessment)

Module 5

Technology to solve Social issues; Marketing; Marketing and communication aspects involved with social enterprises – Changemakers; “Everyone a Changemaker” – Hybrid Value Chains – Concept of Economic Citizenship,

Proposed Textbook / Readings

1. Social entrepreneurship / edited by Johanna Mair, Jeffrey Robinson & Kai Hockerts, Palgrave McMillan, 2006

Assorted readings in the course pack

INNOVATION SAFARI (Credit 2)**Course Overview**

This course equips students to appreciate and understand the process of innovation. Through this course they will understand the meaning of innovation and innovation management and how innovations diffuse in society. It also introduces the concept of strategic innovation and the nuances of implementing the same. This introductory course would serve the purpose of perspective building towards innovation management. The course emphasis is on experiential learning and hence would be implemented as a field course.

Module – 1

Basic Innovation Management Concepts: New product, new method, or new material based innovation; Product, service and process innovation; Incremental and radical innovations; Adoption lifecycle; Innovation adoption at individual level.

Module -2

Strategy - Innovation Strategy: Innovation strategy in an ever-changing world; Strategy - Portfolio Management; protecting intellectual property; Tools for portfolio management

Module – 3

Execution - Implementing Innovation: Stage gate model; Managing innovation projects; Teams, social networks and innovation; how teams contribute to innovations; Effect of social network structure;

Module – 4 & 5

Field Trips – 3 field trips one each for Agri based innovations (trip to KAU headquarters & College of Agri. Engg. Tavanur), Tech innovations (trip to Startup Village), Grassroots Innovations (trip to Kuttanad)

Course Readings

1. Innovation Management (3rd Edition) Effective strategy and implementation by Keith Goffin, and Rick Mitchell.
2. Managing Innovation: Integrating Technological, Market and Organizational Change; Wiley; 4th edition, by Joe Tidd, John Bessant; ISBN-13: 978-0470998106
3. Innovation Management and New Product Development, Pearson; 5 edition, ISBN-13: 978-0273736561

Assorted readings to be scouted from various research articles, textbook chapters and online blogs (to be compiled and distributed by the course instructor before commencement of course)

GM009 MANAGING BUSINESS IN EMERGING MARKETS (Credit 3)

This course analyses emerging markets, focusing on the global emergence of these markets in the past three to four decades, which has brought about a paradigm shift in the international business landscape. The course specifically examines the BRIC economies (Brazil, Russia, India and China), key characteristics of these markets, the opportunities and challenges that multinationals face when doing business and investing in these markets. It will enable students to assess these emerging markets to develop a comparative perspective, evaluate potential entry strategies and subsidiary operations of firms competing in these economies.

Module 1

Introduction to Emerging Markets, institutional environments in emerging markets, role of culture and ethics, risks and opportunities in emerging markets, introduction to BRIC countries & large emerging markets (LEMs).

Module 2

India & Brazil – key characteristics of the market, evaluation of the markets, understanding the MNCs operating in such markets, influence of state, social networks & relationships, trade zones & agreements, international relations

Module 3

China & Russia - key characteristics of the market, evaluation of the markets, understanding the MNCs operating in such markets, influence of state, social networks & relationships, trade zones & agreements, international relations

Module 4

Multinationals from emerging markets, internationalization of emerging market multinationals, multinationals from developed countries competing in emerging markets, strategies to compete in emerging markets, entry strategies for emerging markets, business models & innovation, diversification strategies, family & state owned businesses

Module 5

Other emerging markets – South Africa, Turkey, Mexico, Indonesia & assorted readings.

Reference Books

- Cavusgil, S. T., Ghauri, P. N. & Akcal, A. A. Doing Business in Emerging Markets. SAGE

Additional Reading

- Yadong, Luo. Multinational Enterprises in Emerging Markets. Copenhagen Business School Press
- Enderwick, P. Understanding Emerging Markets: China and India, Routledge
- Jansson, H. International Business Strategy in Emerging Country Markets: The Institutional Network Approach. Edward Elgar Publishing
- T. Khanna, K. G. Palepu. Winning in Emerging Markets. Harvard Business Press.
- Julian, Marr and Cherry, Reynard. Investing in Emerging Markets: The BRIC Economies and Beyond. Wiley.