

PGDM CURRICULUM – RAJAGIRI BUSINESS SCHOOL

GENERAL GUIDELINES

The PGDM 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 papers 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 considered 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
CRT1003	Principles of Management	3
CRT1004	Business Communication	3
CRT1005	Business Law	2
CRT1006	Business Statistics	3
CRT1007	Computer Applications in Management	2
Total Credits (Trimester 1)		19
Trimester 2		
CRT2001	Macroeconomics	2
CRT2002	Organisational Behaviour	3
CRT 2003	Marketing Management – I	3
CRT2004	Foundations of Financial Management	3
CRT2005	Operations Management - I	3
CRT2006	Cost and Management Accounting	3
CRT2007	Quantitative Techniques	3
Total Credits (Trimester 2)		20
Trimester 3		
CRT3001	Marketing Management – II	3
CRT3002	Corporate Finance	3
CRT3003	Human Resource Management	3
CRT3004	Operations Management - II	3
CRT3005	Management Information System	2
CRT3006	Research Methodology	3
CRT3007	Business Ethics and Corporate Governance	3
Total Credits (Trimester 3)		20
Trimester 4		
CRT4001	Sustainable Development	2
	5 Electives (5 * 3 = 15 credits)	15
	Summer internship	3
Total Credits (Trimester 4)		20
Trimester 5		
CRT5001	Strategic Management	3
	4 Electives (4 * 3 = 12 credits)	12
	Dissertation	3
Total Credits		18
Trimester 6		
CRT6001	Global Business Environment	2
	5 Electives (5 * 3 = 15 credits)	15

	Total Credits (Trimester 6)	17
	Total Program Credits	114

ELECTIVE STREAMS OF COURSES

Marketing – List of Electives

Code	Course	Credit
MM001	Consumer Behavior	3
MM002	B2B Marketing	3
MM003	Retail Management	3
MM004	Integrated Marketing Communication	3
MM005	Marketing Research	3
MM006	Brand Management	3
MM007	Rural Marketing	2
MM008	Services Marketing	3
MM009	Event Management	3
MM010	Introduction to Media and Entertainment Business	3
MM011	Sales and Distribution Management	3
MM012	Digital Marketing	3
MM013	International Marketing Research	3

Finance – List of Electives

Code	Course	Credit
FM001	Security Analysis and Portfolio Management	3
FM002	Commercial Banking and Finance	3
FM003	Financial Statement Analysis	3
FM004	Equity Research	3
FM005	Financial Derivatives and Risk Management**	3
FM006	International Financial Management	3
FM007	Financial and Capital Market Services	3
FM008	Corporate Restructuring Strategies	3
FM009	Project Finance and Capital Budgeting	3
FM010	Financial Modeling using Spreadsheets	3
FM011	Strategic Financial Management	3
FM012	Working Capital Management	3
FM013	Microfinance	3
FM014	International Taxation	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
HRM001	Human Resource Development	3
HRM002	Employee Relations & Labor Laws	3
HRM003	Organizational Development & Change	3
HRM004	Strategic HR	3
HRM005	Performance Management	3
HRM006	PCMM	3
HRM007	Coaching	2
HRM008	Reward Management	3
HRM009	Competency Based HRM	3
HRM010	Cross cultural Management	3
HRM 011	Psychology for Managers	2
HRM012	Manpower Sourcing	3
HRM013	Global HRM	3

Operations Management – List of Electives

Code	Course	Credit
OM001	Project Management	3
OM002	Integrated Material Management	3
OM003	Production Planning and Control	3
OM004	Supply Chain Management	3
OM005	Service Operations Management	3
OM006	Maintenance Management	3
OM007	Total Quality Management	3
OM008	Simulation Modeling	3
OM009	Revenue Management	3
OM010	Game Theory for Managers	3
OM011	Global Supply Chain Management	3

Business Intelligence – List of Electives

Code	Course	Credit
BI001	Database Management System	3
BI002	E Commerce	3
BI003	Introduction to Business Analytics	3
BI004	Business Intelligence Architecture	3
BI005	Decision Support System	3
BI006	Business Process Modeling and Analysis	3
BI007	Software Project Management	3
BI008	Advanced Business Analytics	3
BI009	No SQL Databases	3
BI010	Emerging trends of IT in Business	3
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
GM001	International Economics	3
GM002	Export & Import Procedures & Documentation	3
GM003	International Shipping & Transport	3
GM004	International Organisations	3
GM005	Intellectual Property Rights Management	3
GM006	Global Entry Strategies	3
GM007	Entrepreneurship and Family Business Management	3
GM008	Social Entrepreneurship	3

International Business – List of Electives

Code	Course	Credit	Offered by (domain)
GM001	International Economics	3	General Management
GM002	Export & Import Procedures and Documentation	3	General Management
OM011	Global Supply Chain Management	3	Operations
GM003	International Shipping and Transport	3	General Management
GM004	International Organizations	3	General Management
MM013	International Marketing Research	3	Marketing
GM005	IPR Management	3	General Management
FM006	International Financial Management	3	Finance
FM014	International Taxation	3	Finance

GM006	Global Entry Strategies & Marketing	3	General Management
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Trimester 1

CRT1001 MICROECONOMICS

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

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 – Benchmarking - Concept of Quality of Earnings – Concept of Earnings Power – Irregular Items - Discontinued Operations and Extraordinary items - difficulties associated with financial statement analysis Treatment of Irregular items under different Accounting Standards

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)
5. Financial Statements Presentation under Companies Act, 2013 Practitioner's Perspective, ICAI

CRT1003 PRINCIPLES OF MANAGEMENT

Objective:

The objective is to equip the students about various guiding principles in management for grooming future managers and to build skills of team-work, decision making and learning that would help them to perform successfully in today's complex business environment.

Contents

Module-1

The concept of Management, Development of Management thought: Schools of Management Thought: The Process of Management, the Process of Decision making

Module-2

Planning: The Nature and Purpose of Planning, Objective of Planning, Planning Premises, Policies Procedures and Methods, Forecasting and Planning, planning process, Introduction to strategic management, scope and application, generic strategy, strategy for competitive strategy, core competencies and strategy

Module-3

Organising: Nature and Purpose of Internal Organization of Business Enterprise, Principles of Organising, Span of Management, Departmentalising, Line and Staff Authority relationship, Service departments Managerial Hierarchy, Centralization vs. Decentralization of authority, Delegation of Authority, Committees

Module-4

Staffing, Managerial Job, Selection of Personnel, Development and Training of Personnel, Appraisal of Personnel, Promotion, Directing, Nature of Directing, Leadership, Motivation, Supervision, Communication, Morale, Discipline, Co-ordination, Need for Co-ordination Principles, Techniques of Co-ordination. Control, Process of Control, Techniques and Tools, Control of over-all performances

Module-5

Globalization: concept of competitiveness, role of different internal and external actors in creating competitiveness, Changes in the international relations of countries, history of globalization, Global best practices of business, Future orientation of management, Ethics and social responsibility in management.

Suggested Reading:

1. James A. F. Stoner, R. Edward Freeman and Daniel R. Gilbert, JR, *Management*, Pearson Publication, 5th edition (preferred text)
2. L. M. Prasad, *Principles and Practice of Management*, Sultan Chand & Sons, 4th edition
3. Robbins, *Fundamentals of Management: Essential Concepts and Applications*, Pearson Publication, 6th edition

CRT1004 BUSINESS COMMUNICATION

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

CRT1005 BUSINESS LAW

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 the different 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, Meaning and Nature of Law, Indian Legal System, Law, Liberalization and Globalization, the Indian Constitution, PIL - Reading Legal Texts

Module-2

Contract Law – Laws of Special Contract and Agency – Partnership - Law of Sale of Goods - Consumer Protection Act

Module-3

Company law – Types of Companies, Incorporation of a Company, Memorandum and Articles of Association, Law of Insurance: Concept and guideline of marine, fire, life insurance policy.

Module-4

Prominent Labor Laws and a Brief Description of Regulatory Provisions, Consumer Protection Act: Consumer rights, exploitation of consumer, consumer protection, utility of consumerism

Module-5

Industrial and Licensing policy (Latest), Foreign Exchange Management Act, Environment Protection Acts, Law of Intellectual Property

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

CRT1006 BUSINESS STATISTICS

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

CRT1007 COMPUTER APPLICATION IN MANAGEMENT

Module I

Introduction to Computers: Hardware - Software - Systems Software, Application. Software and Packages, Fundamentals of Operating Systems- Windows & Linux.

Module II

Data Communication and Computer networks. LAN and WAN, Network Topology, TCP/IP, Security, Bandwidth, Internet, World Wide Web.

Module III

Word Processing and Power Point; Opening and Closing of documents; Text creation and Manipulation; Formatting of text; Table handling; Spell check, language setting and thesaurus; Printing of word document. Basics of presentation software; Creating Presentation; Preparation and Presentation of Slides; Slide Show; Taking printouts of presentation / handouts.

Module IV

Excel: The Fundamentals of Excel. Cut Copy, Insert, Delete, and Paste Special. Custom Formatting, Undo, Redo. Excel Formulas. Useful functions and Paste Function. Calc, Comments, Drawing toolbar, Edit Replace, Delete Clear. Essential Printing. Data Sorting, Hiding, Auto Formats. Protection, Basic Charts, Basic Formatting. IF Function

Module V

Microsoft Access - Introduction to DBMS concepts, creating a Database. Database functions – Database creation – Sorting, Indexing and report- Programming using software. Applications of computers in documentation, Preparation and making reports.

References

1. https://en.wikibooks.org/wiki/Microsoft_Office
2. <https://onlinestudy4u.files.wordpress.com/2012/10/introduction-to-computers-by-peter-norton-6th-ed.pdf>
3. Introduction to Computers Paperback by Peter Norton. Publisher: McGraw Hill Education; 7 edition. ISBN-10: 0070671206. ISBN-13: 978-0070671201
4. Microsoft Office Professional 2013 Plain & Simple Paperback – 2013 by Murray K Publisher: Prentice Hall India Learning Private Limited; 1/e edition (2013) ISBN-10: 8120347722. ISBN-13: 978-8120347724

Trimester 2

CRT2001 MACRO ECONOMICS

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: Economic growth, business cycles, unemployment, inflation and external sector balances – Characterization of macro-economy: Circular flow of Income in a two sector economy, closed and open economies- GDP: Methods of measuring GDP, real and nominal GDP, the national income identity, income determination in a closed economy.

Module 2

Theories of consumption and investment: theories of consumption, the investment function, relationship between investment function and loanable funds market, equilibrium in the loanable funds market using savings and investment, relationship between income & savings, derivation and meaning of IS curve - Money demand: Functions of money, determinants of money demand, demand curve for money - Money Supply: central bank role in money supply, measures of money supply, supply curve for money – Equilibrium in money markets: equilibrium between money supply and money demand, relation between income and money demand, derivation and meaning of LM curve – IS-LM Model – Derivation of AD Curve from IS-LM Model

Module 3

Theories of economic Growth: Classical, neo classical and endogenous growth models and the importance of aggregate production function, Capital output ratio in Harrod-Domar Model, Golden rule of saving in Solow model – Full employment level of output: short-run and long run aggregate supply curve; equilibrium between aggregate demand and aggregate supply curves.

Module 4

Business cycles: temporary deviations from AS-AD equilibrium, inflationary and recessionary gaps, unemployment and inflation, Philips Curve, Okun's Law - Policies to counter-act business cycles: Fiscal policy, expansionary and contractionary policies and its impact on AD, budget and budget surpluses and deficit, government debt, crowding out – Monetary policy, expansionary and contractionary policies, instruments of monetary policy, transmission mechanism, central bank balance sheet and independence.

Module 5

External sector balances: Current account and capital account transactions, balance of payments, relationship between current and capital account, official reserves – Exchange rates, real and nominal, factors affecting exchange rates – Trade-off between the impossible trio – Introduction to globalisation.

Suggested Reading:

1. Roger Kaufman, *Macroeconomics*, Tata Mgraw Hill, 3rd edition
2. D. N. Dwivedi, *Macroeconomics: Theory and Policies*, Pearson Publication, 2010
- Robert M. Kunst, *Introduction to Macroeconomics*, Wiley Publication, 2010

CRT2002 ORGANISATIONAL BEHAVIOUR

Objective:

The course aims to enable the budding executives to understand and manage people at work effectively within this complex environment. The course covers the theories which will be applied to situations faced by managers in the real world.

Contents

Module-1

Definitions, concepts in Organizational Behavior, foundations of OB, contributing disciplines to the OB field, challenges and opportunities for OB, emotional intelligence in contemporary business context

Module-2

Individual behavior, Attitudes and values; Perception - concept, process, errors and applications; Personality concept, determinants, theories and applications; Learning concept and theories of learning, reinforcement, understanding individuals' psychological mechanisms

Module-3

Motivation – concept, theories of motivation; Group behavior – concept, types of group, group development, group dynamics; Teams – types, creating effective teams; Empowerment significance, process and prerequisites; Conflict- concept, sources, types, management; Organizational power and politics.

Module-4

Organizational learning, organizational culture, organizational change concept, resistance to change, managing resistance to change, Lewin's three step model of change, Stress – sources, consequences and management.

Module-5

Organizational culture and climate – Factors affecting organizational climate – Organizational processes and structure & design.

Suggested Reading:

1. Stephen P. Robbins, Timothy A. Judge & Seema Sanghi, *Organization Behavior* – Pearson Publication, 13th Edition
2. Udai Pareek, *Understanding Organizational Behavior*, Second Edition, Oxford University Press.2010
3. Margie Parikh and Rajan Gupta, *Organizational Behavior*, Tata McGraw Hill Education Private Limited, 2010

CRT2003 MARKETING MANAGEMENT - I

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.

CRT2004 FOUNDATIONS OF FINANCIAL MANAGEMENT

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

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

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.

Module I

Introduction: - Definition – Meaning and Scope - Cost Accounting and Financial Accounting
Cost classification – Elements of Cost – cost units- cost centre – profit centre.

Methods of Costing – unit costing- Cost sheet; job costing

Process Costing - Process Accounts Process Losses Abnormal gain and its treatment

Module - II

Contract costing-Meaning, Objectives-Work certified and uncertified- determination of profit on incomplete contract-Working progress- Escalation clause-Retention money-Cost plus contract. Service costing – Transport, hotel costing and hospital costing.

Module - III

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 – Break even Point, Determining the desired sales level;

Make or buy- Sales mix decisions.

Module - IV

Standard Costing: Meaning, Definitions, Differences between Standard Costing and Budgetary Control, Advantages and Limitations of Standard Costing, Preparation of Standard Cost Sheet, Analysis of Variances, Material Cost Variance, Material Price Variance, Material Usage Variance, Labour Cost Variance, Labour Rate or Pay Variance, Labour Efficiency Variance, Idle Time Variance; and Overhead Variance (theory only in the case of Overhead Variances).

Module 5

Budgetary control – cash budget and flexible budgets

Activity based costing - cost drivers; Life cycle costing

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.

CRT2007 QUANTITATIVE TECHNIQUES

Objective:

The purpose of this course is to provide the participants with a sound conceptual understanding and application of various mathematical methods and techniques for business decision making in an efficient and effective way. The course is application oriented and uses a problem solving approach. It is expected that after going through this course, the participants will be able to structure, analyze and solve real life problem situations in their working environment.

Contents

Module-1

Matrices – Multiplication, Inverse and solving systems of equations, algebraic operations involving matrices, Determinants, Inverse of a matrix, Solution of simultaneous equations up to 3 variables using matrices

Module-2

Model Formulation, Introduction to LP and Graphical Method to solve LPP, Introducing the software QM for Windows-Solution to LPP - Simplex Method using QM for Windows-Solution to LPP,

Module-3

Introduction to Transportation Models (TP), Initial Feasible Solution, NW, LCM & VAM, CAM, TP, Optimal Solution , MODI Method, Assignment Model Introduction and Optimal Solution (Hungarian Method)

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
3. Hamdy A Taha, *Operations Research - An Introduction*, PHI Publishers 2010.

Trimester 3

CRT3001 MARKETING MANAGEMENT - II

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 & Delivering Value – Designing and Managing Integrated Marketing Communications- Role of Marketing communication, Developing Effective Communication, Deciding on the communication mix, Designing and Managing Integrated Marketing Channels – Planning the channel of distribution, Intermediaries Functions, Vertical Marketing Systems.

Module 4: Sustaining Value – Organizing and Controlling the Marketing Function – Marketing Control, Annual-Plan Control, Profitability Control, Efficiency control and Strategic Control, The Marketing Audit, Rural Marketing, Introduction to Neuro Marketing

Module 5: Sales Management - 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; Sales force Management: Recruitment and Selection, Sales force Training, Sales force Compensation

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

CRT3002 CORPORATE FINANCE

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

Objective:

Human Resource Management basically deals with managing the Human Resources in an organization as an indispensable part of an organization. The course will help the students in understanding various dimensions of human resources management with special reference to policies and practices followed in India.

Contents

Module-1

Introduction, Understanding oneself so as to manage others, Various assumptions in managing people, Introduction to Human Resource Management, Definition and Scope of PM, HRM, HRD, HPM & SHRM. Various Models of HRM, Human Resource Planning, Career & Succession Planning.

Module-2

Job Analysis, Job Description and Job Specification, Activity, Job Analysis using O*NET Online, Role Analysis, Role Ambiguity and Role Conflict, Competencies Competence Analysis, Competency Mapping & Competency Based HRM

Module-3

Recruitment, Cost of a Bad Hiring, Selection – Resume, Tests, Selection Interviews and Employee Reference Checks, Induction and Placement, Promotion and Transfer.

Module-4

Learning & Development- Assessment of Development Needs and Development Methodologies & Evaluation of L&D Programmes - Designing a Training Program- Performance Management-Performance Appraisals & Appraisal Interviews -Coaching & Mentoring.

Module-5

Reward Management-Job Evaluation- Compensation Management at TCS Ltd- Reward Management-Intrinsic & Extrinsic Rewards-Incentives- Industrial Relations –John T. Dunlops IR Model-Three Actor Theory-Role of Government, Employers and Trade Unions in IR- Industrial Disputes - IR Machinery, Collective Bargaining-Conciliation-Arbitration and Adjudication-Industrial Disputes Act, 1947- Employee Grievance Handling and Redressal - Employee Discipline - Standing Orders, Discipline without Punishment

Suggested Reading:

1. P Subba Rao, *Essentials of Human Resource Management and industrial Relations: Text, Cases and Games*, 2010
2. Robert L. Mathis and John H. Jackson, *Human Resource Management*, South Western College Publishing, 2010
3. S. Decenzo and Stephen P. Robbins, *Personnel/Human Resource Management*, David Prentice Hall, 2010

CRT3004 OPERATIONS MANAGEMENT -II

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

CRT3005 MANAGEMENT INFORMATION SYSTEM

Objective:

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.

Contents

Module-1

Defining Data, Information and Knowledge, System, Information System and System Approach - Categorization of Information Systems Types of Information System – Transaction Processing System, Batch Processing System, Online / Real Time systems , Information Systems for functional areas- Deriving competitive advantage using IS / IT.

Module-2

Information Technology Infrastructure, Databases and Information Management, Telecommunications, Internet and Wireless Technology, Acquiring IS – Custom Vs Package – In-House vs. Outsource.

Module-3

Approaches to System Building- SDLC, Prototype - Stages in SDLC – Issues in System Feasibility, System Analysis, Design and Implementation–ER Diagram, DFD.

Module 4

Introduction to Enterprise Resource Planning, Customer Relationship Management, Concept & Features

Module-5

E-Commerce: Digital Markets, EDI, EFT, Digital Goods, Managing Knowledge, Enhancing Decision, Data Mining, Data Warehousing , Security Concerns -Measures, Digital Signatures

Suggested Readings:

1. O'Brien, James A, *Management Information Systems*, Tata McGraw Hill, New Delhi,
2. Laudon &JP Laudon, *Management Information Systems*.
3. Mahadeo Jaiswal & Mital, *Management Information Systems*

CRT3006 RESEARCH METHODOLOGY

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 Parmela, 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.

CRT3007 BUSINESS ETHICS AND CORPORATE GOVERNANCE

Objective: Business Ethics and Corporate Governance 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.

Trimester 4

CRT4001 SUSTAINABLE DEVELOPMENT

Objectives

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 natural science, social science, and natural resource policy

Module -1: Introduction to Sustainable Development

Concept of Sustainable Development – Evolution - Millennium Development Goals - Sustainable Society – Approaches - Population, Ecology, Energy, Economy, Social Forms - Transportation and Governance - Triple Bottom Line

Module -2: Ecosystem and Biodiversity

Structure and Function of Ecosystem-Functional components of Ecosystem- Different ecosystems- Biodiversity- Threats to biodiversity- Man-wildlife conflict-Conservation of Biodiversity

Module-3: Challenges to Sustainable Development

Population Growth – Pollution - Depletion of Natural Resources – Global Warming - Business Competition and Consumerism - Urbanization– Impact of Globalization

Module -4: Business Organizations and Concern for Environment

Principles of Industrial Ecology, Eco-friendly Production, Packaging, Green Marketing, Green Funding, Managing Industrial Pollution and Waste - Environment Accounting and Audit - Environment Management System (EMS) - ISO 14000

Module -5: Global Responses

Sustainable Development Goals - WTO Provisions and Treaties - Rio Declaration - Kyoto Protocol - Montreal Protocol - Carbon Trading – Clean Development Mechanism - Major Environmental Organizations- Green Peace, Friends of the Earth, WWF, UNEP, UNCED

Suggested Readings

Rogers, P. P., Jalal, K. F., & Boyd, J. A. (2008). *An introduction to sustainable development*. London: Earthscan.

Uberoi, N. K. (2003). *Environmental management*. New Delhi: Excel Books.

Trimester 5

CRT5001 STRATEGIC MANAGEMENT

Objective:

This course will help the students in developing a strategic thinking mode by understanding strategic landscapes of industries, including the interface with law and regulation, and institutional variation across nations.

Contents

Module-1

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility

Module-2

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage -Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage

Module-3

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - Distinctive competitiveness

Module-4

Managing Technology and Innovation- Strategic issues for Non Profit organizations, New Business Models and strategies for Internet Economy

Module-5

The strategy implementation process, Resource allocation, designing organizational structure- Designing Strategic Control Systems- Matching structure and control to strategy- Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control

Suggested Reading:

1. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, *Strategic Management and Business policy*, Pearson Education., 2006
2. Charles W.L.Hill & Gareth R. Jones, Biztantra, *Strategic Management Theory, An Integrated approach*, Wiley India, 2007.
3. Azhar Kazmi, *Strategic Management & Business Policy*, Tata McGraw Hill, Third Edition, 2008

Trimester 6

CRT6001 GLOBAL BUSINESS ENVIRONMENT

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

MARKETING SPECIALISATION

MM001 CONSUMER BEHAVIOUR

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 – polychromic 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 adult 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 household 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

MM002 BUSINESS TO BUSINESS (B2B) MARKETING

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, Understanding Industrial Markets – The Industrial Marketing Environment – Organizational Buying and Buyer Behavior: Nature of Industrial Buying: Buy, Grid Model – Buying Centre Concept – The Interpersonal Dynamics of Industrial Buying Behavior , Supplier Evaluation Systems; Quality Management by the Buying Centre, Importance, Strategies and measurement of Customer Retention

Module-2

Strategic Planning Process and B2B Marketing , Assessing Market Opportunities: Role of Marketing Research in Strategic Decision Making – Defining and Segmenting Markets; Convergence of Situation Analysis in B2B Markets; Methods of Segmentation; Positioning through Differentiation; Positioning Strategies in Large Supply Channel Dominated Markets, Market Selection, Entry and Exit strategies, B2B Marketing in international context.

Module-3

Developing Product Strategy: Understanding B2B Product – Product Life Cycle Analysis – Systems Marketing Concept – Strategic Innovation and New Product Development: Diffusion of Innovation – New Product Development Process.

Module-4

Marketing Channel Participants: Channel Selection Strategies – Marketing Logistics, Physical Distribution and Customer Service: Total Cost Approach – Cost Centre Concept, Formulating Marketing Communication Planning, Developing the Industrial Sales force: Selecting and recruiting industrial sales people – Areas of sales training – Motivating the sales force – Sales Compensation – Planning, Organising and Controlling the Selling Function– Managing Advertising, Sales Promotion and Publicity Strategy: the Integrated Promotion Plan.

Module-5

Price Determinants, Customers, Competition and Costs – Pricing Decision Analysis – Competitive Bidding – Price Negotiations – Expected Pay off Analysis

Suggested Reading:

1. Robert R Reeder, Edward G Brierty & Betty H Reeder, *Industrial Marketing: Analysis, Planning and Control*, Prentice Hall India, 2nd edition.
2. Krishna K Havaldar *Industrial Marketing: Text and Cases*, Tata McGraw-Hill, , Publishing Company Ltd, New Delhi, 2nd edition
3. Blythe, J. & Zimmerman, A. *Business to Business Marketing Management*, Thomson Learning Inc.

MM003 RETAIL MANAGEMENT

Objective:

Develop Knowledge of contemporary retail management issues at the strategic level. To describe and analyse the way retailing works, specifically the key activities and relationships. To provide an academic underpinning to the above through the application of retailing theory and research

Module 1

Retailing - Definition, Functions, Importance, Types of Retailing, Organized & Unorganized, Store and Non-store; Retailing in India - Current Scenario, Retailing from International Perspectives; Consumer Buying Decision Process, Influencing Factors, Consumer Shopping Behaviour.

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;

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.

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.

Module 5

Impact of Information Technology in Retailing, Integrated Systems and Networking, EDI, Bar Coding, RFID, Customer Database Management. Electronic Retailing Role of Web, Online Retailing, Factors to be considered in having a Website

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. Barry Berman and Joel R. Evans; *Retail Management: A Strategic Approach*, PHI, Tenth Edition

MM004 INTEGRATED MARKETING COMMUNICATION

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

MM005 MARKETING RESEARCH

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

MM006 BRAND MANAGEMENT

Objective:

This course is about 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 interweave lectures, exercises, guest speakers, case discussions, and a brand audit group project.

Contents

Module-1

Introduction to Branding - Brand Identity, Strong Brands, How are brands built, Brands Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings, Brand Resonance, Brand Personality.

Module-2

Brands for Customers, Choosing Brand Elements, Brand Names, Developing an effective integrated marketing communication programme, Creating new brand associations, Co-branding, Celebrity endorsements, Brand Value Chain, Consistency in branding, Strategic Brands, Sub Brand Roles, Managing and leveraging brand, Aaker's model and Keller model, Customer Based Brand Equity

Module-3

Leveraging the power of brand identity and position – Brand Identity Prism - Building and Measuring Brand Performance- – Brand Extension Decisions – Brand Product Matrix - Brand Equity, Capturing Customer mind set-Qualitative methods /Quantitative methods – Reinforcing Brands – Revitalizing Brands – Adjusting Brand Portfolio methods, protecting brands.

Module-4

The Global Market-Organizations – Changes impacting product management – Market Planning– Levels of market competition – Determining competitors – Deciding the category attractiveness- Customer Analysis – Forecasting market attractiveness

Module-5

Strategic Brand Management Guidelines, Special Applications – (Industrial, High-tech products, Services, Retailers, Small Businesses, Online), Future Brand Priorities – (Building Brand Equity, Measuring Brand Equity, Achieving Marketing Balance), Integrated Marketing Communications to build Brand Equity.

Suggested Reading:

1. Jean-Noel Kapferer, Kogan Page, *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*, London, 2008, 4th edition
2. Kevin Lane Keller, *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, 2008 Prentice Hall. 3rd edition,
3. Leslie de Chernatony, Malcolm McDonald, & Elaine Wallace, Butterworth-Heinemann, *Creating Powerful Brands*, 4th edition

MM007 RURAL MARKETING

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.
3. C. S. G. Krishnamacharyulu, Lalitha Ramakrishnan, *Rural Marketing: Text and Cases*, Delhi: PHI 2010.

MM008 SERVICES MARKETING

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.
6. Adrian Payne, The Essence of Services Marketing, Prentice Hall, India

MM009 EVENT MANAGEMENT

Objective:

The purpose of this course is to acquire an in-depth knowledge about the specialized field of "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of events

Contents

Module 1

Introduction to event management, Key elements of events, Event infrastructure: Core concept, Core people, Core talent, Core structure Target audience. Clients: Set objectives for the event, Negotiating contracts with event organizers, Locating interaction points, banners, displays etc. at the event. Preparing the Company's staff for the event, Post event follow up. Event organizers; Targeting clients, Selecting event categories to serve, Selecting and contracting with other key elements in chosen categories, marketing intelligence and information systems; three stages of media campaign for events, Benefits that media can derive out of events, negotiating with the media owner

Module 2

Event Marketing - Understanding the event market: Concept of product in events: Concept of pricing event. Concept of promotion in events

Module 3

Activities in Event Management, Strategic Market Planning, Strategic alternatives for growth

Module 4

Pricing objectives and strategies, Promotion, public relations objectives and strategies; Production and logistics objectives and strategies, Implementation of strategic decisions, Potential organizational and behavioral problems that may arise during implementation

Module 5

Evaluation of event performance: The basic evaluation process. Establishing tangible objectives and sensitivity in evaluation, Measuring performance, Concept research; Formative evaluation, Objective evaluation, Summative evaluation, correcting deviations; Critical evaluation points, Critical evaluation points from event organizer's point of view, Critical evaluation points from client's point of view Event evaluation - world cup games / event evaluation Olympic Games, Film festival evaluation

Suggested Reading:

1. Singh Gaur and Sanjay V Saggere, *Event Marketing and Management*, Vikas Publishing House Pvt. Ltd, 2nd Reprint , 2008
2. Lynn Van Der Wagen, Brenda R. Carlos, *Event Management: For Tourism, Cultural, Business, and Sporting Events*, Prentice Hall, 2005
3. Anton Shone and Bryn Parry, *Successful event management : A practical handbook*, Cengage Learning EMEA, 2004

MM010 INTRODUCTION TO MEDIA AND ENTERTAINMENT BUSINESS

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, Organisational structure, Process and Flow, study on the Industry structure and size, market scenario and business and revenue model. Media Management- overview of people and Skill requirement, Mass media communication

Module-2

Public relations: P.R. Concepts, Structures & Practice, The P.R. Campaign and Strategic P.R., P.R. & Media Relations, Integrated Communication Corporate Branding, Introduction to Electronic Media, New Media Technology, Basic understanding of Dynamic and Static Websites; Elements of a web page, Blogs, Social Networking websites: Merits and demerits of Social Networking websites, Basics of Meta-tagging. Conceptual understanding of Media Convergence

Module-3

Media Planning - Media planners, Media vendors, basic Media concepts reach, frequency, average OTS, CPRP, GRP, TRP, Campaign Management platforms, Compute ROI of media activity, developing media strategies, Developing a competitive strategy, External Influences on Print Media, Print Advertising and revenues, Media Net and Integrations, Regional V/s English, Youth marketing, digital & new media marketing

Module-4

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

Module- 5

Socio-economic effects of Mobile Communication, Socio-Political effects on Media, HR in Media: Introduction to HRM in the media Industry, Best practices in managing the creative and technical professionals in the industry, Cyber Journalism; e-Newspapers, Merits and demerits of Cyber Journalism over traditional newspapers and magazines; Socio-economic impact of Cyber Journalism.

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

MM 012 SALES AND DISTRIBUTION MANAGEMENT

Course Objectives:

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

Module 1: Introduction to Sales Management and Personal Selling Process - Introduction to Sales Management: Definition and Meaning – Sales Vs Marketing, – Theories of Sales - Buyer Seller Dyads – Aidas Theory – ‘Right Set of Circumstances’ Theory – Buying Formula Theory – Behavioural Equations Theory, Sales Forecasting Methods

Module II: Sales Organisation and Managing the Sales Force - Sales Organization and Developing the Sales Force: Sales Department Organization – Sales Management Structure – Sales Management Positions – Role and Functions of Sales Manager – Inter Department Relations – Characteristics of a Successful Salesman. 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.

Module III: Motivating and Controlling the Sales Force - 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

Module IV: Channel Dynamics - Distribution Channels: Physical Distribution - Definition, Importance – Participants in Physical Distribution Process - Marketing Channels – Definition and Importance - Different Forms of Channels - Functions of Marketing Channels - Unconventional Channels - Channels for Consumer Goods, Industrial Goods and Services – Integrated Marketing Channels – Horizontal, Vertical, Multi Channel Marketing Systems - Channel Selection Process and Criteria, Channel Conflicts and Resolution - Channel Effectiveness Evaluation - International Marketing Channels.

Module V: Supply Chain Management - Supply Chain Management: Supply Chain Management – Concept – Significance – Components - Logistics Planning, Order Processing – Material Handling – Transportation – Insurance - Warehousing – Inventory Management – Reverse Logistics.

References:

1. Tapan K. Panda, Sunil Sahadev – Sales And Distribution Management – Oxford Publishing, India
2. Still, Cundiff, Govoni – Sales Management: Decisions, Strategies & Cases – Prentice Hall, India.
3. Anderson R, Professional Sales Management – Englewood Cliff, New Jersey, Prentice Hall, India.

MM012 DIGITAL MARKETING

Course Objective:

The main goal of the course is to understand, evaluate and formulate digital marketing campaigns from a variety of perspectives – as analysts, consumers, entrepreneurs and investors.

Module 1: Introduction to Digital Marketing - Transforming from Traditional to Digital Values, Introduction to digital marketing- Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Multimedia Marketing, Mobile Marketing, Affiliate Marketing and Video Marketing, Drivers of change

Module 2: Search Engine Optimization, Online Advertising and E-mail marketing - Understanding Search Engine Marketing, (Essentials of Search Engine Optimization, Search Engine Result Pages – Positioning, Search Behaviour – On-Page Optimization, Off-Page Optimization), Online advertising- (Understanding Online Advertising, Pay-per-Click Advertising, Display Advertising and Tracking Ad Performance), Email marketing- (Understanding Email Marketing, Building Email Mailing Lists, Developing an Email Marketing Campaign and Tracking Email Marketing Performance).

Module 3: Social Media Marketing, Blog Marketing and Multimedia Marketing - Social media marketing- (Understanding Social Media, Participating in Social Networking, Marketing on Facebook, MySpace, and Twitter and Tracking Social Media Marketing Performance), Blog marketing- (Understanding Blog Marketing, Creating a Company or Product Blog, Marketing to the Blogosphere and Tracking Blog Marketing Performance), Multimedia marketing- (Understanding Multimedia Marketing, Podcast Marketing, Video Marketing and Tracking Multimedia Marketing Performance).

Module 4: Mobile Marketing, & Affiliate Marketing - Mobile marketing- (Understanding Mobile Marketing, Designing a Mobile-Friendly Website, Advertising on Mobile Devices, Marketing via Mobile Apps and Tracking Mobile Marketing Performance), Affiliate marketing- (The building blocks of affiliate marketing, Tools of the trade and Setting up a campaign).

Module 5: Web Analytics - Introduction to web analytics, What are analytics? The data landscape, the reliability of data-based decisions, tools and technology, Attribution modelling, Reporting.

Reference Books

1. Bell, David R., Location Is (Still) Everything: The Surprising Influence of the Real World on How We Search, Shop, and Sell in the Virtual One, Boston, New Harvest, 2014 [ISBN#978-0-544-26227-0]
2. Kaufman, Ira and Chris Horton, Digital Marketing: Integrating Strategy and Tactics with Values, New York, Routledge, 2014 [ISBN#978-0-415-71675-8]
3. Stokes, Rob and the Minds of Quirk, e-Marketing: The essential guide to marketing in a digital world, Quirk Education (Pty.) Ltd., 5th edition, 2013

MM013 INTERNATIONAL MARKETING RESEARCH

Objective:

The objective of this paper is to acquaint the students with the tools and techniques of international marketing research so as to develop a rational marketing strategy in the area of international trade

Contents

Module-1

Introduction: nature and scope of marketing research, marketing research in international context-importance, complexities and issues, Organizational framework for international marketing research, International Marketing Information System (IMIS).

Module-2

Marketing Research Process: An overview, problem identification and definition, preparing research proposal, Exploratory, descriptive and experimental research designs, international secondary data sources, Primary data collection methods and complexities of data collection in international marketing research, Online data sources and research.

Module-3

Questionnaire preparation – etic and emit dilemma, Sample design – sampling methods and sample size determination, Fieldwork and data collection, Sampling and non- sampling errors.

Module-4

Multi – country Data Analysis and Interpretation: Data editing and coding preliminary data analysis, Univariate and multivariate data analysis techniques discriminate analysis, factor and conjoint analysis: (including application software), Issues in multi-country data analysis, Data comparability and validity problems, Report preparation and presentation.

Module-5

Cross-cultural Consumer research – Attitude measurement and scaling techniques, Product research, Advertising research, International market opportunity analysis, Ethical issues in international marketing research

Suggested Reading:

1. Aaker, David A, V. Kumararki George S Day, *Marketing Research*, John Wielyandson, New York, 2001.
2. Douglas, S.P. and C.C. Samuel, *International Marketing Research*, Johan Wiely, New York, 1999.
3. Green, P. E., Tull, D. S. and Albaum, G., *Research for marketing Decisions*. New Delhi: Prentice Hall of India Private Limited, 1998

FINANCE SPECIALISATION

FM001 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

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

FM002 COMMERCIAL BANKING & FINANCE

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: Commercial Banking functions, regulation and evaluation

Commercial banking- Introduction - Regulatory environment – History of Banking in India - Organization and Structure of Banks and Financial Institutions – Banks and Financial Institutions – Depository and Non Depository - The Financial Statements of Banks - Balance Sheet – Asset Components – Liability Components – Income Statement - Measuring and Evaluating Bank Performance - Key Profitability Ratios - Return on Equity and Its Principal Components - The Return on Assets and Its Principal Components - Measuring Risk - Credit Risk - Liquidity Risk - Market Risk - Price Risk - Interest Rate Risk - Foreign Exchange and Sovereign Risk - Off-Balance-Sheet Risk - Operational (Transactional) Risk - Legal and Compliance Risks - Reputation Risk

Module 2: Asset-Liability Management (ALM)

Asset Management Strategy - Liability Management Strategy - Funds Management Strategy- Determining and Measuring Interest Rates - Controlling Interest-Sensitive Gap - Duration Gaps -Using Financial Futures – Options – Swaps - Other Hedging Tools in Asset - Liability Management -Off Balance Financing - Securitizing Loans and Other Assets - . Sales of Loans to Raise Funds and Reduce Risk - Standby Credit Letters to Reduce the Risk of Nonpayment or Nonperformance - Credit Derivatives

Module 3: Investment, Liquidity Management

Investment Management: Bank's Investment Function – Crossroads Account – Types of Investments Available to banks – Choice of Investments in India- Factors Affecting Choice of Investment Securities - Investment Maturity Strategies - Maturity Management Tools.

Module 4: Capital, Liabilities and Off-Balance Sheet Management

Tasks of Capital – How Much Capital – Basel Agreement – Capital-to-Risk-Weighted Assets Ratio – Pillars of Basel II - Managing Bank Sources of Funds- Deposit Services: Types of Deposits – Pricing Deposit Related Services Non-deposit Products: Liability Management – Customer Relationship Doctrine

Module 5: Lending, and Liquidity Management

Liquidity Management: Demand and Supply - Reasons for Liquidity Problems – Strategies for Liquidity Managers - Estimating Liquidity Needs Bank Lending policies and procedures: Types of Loans – Steps in Lending Process – Credit Analysis – Loan Review – Loan Workouts. Bank Mergers and Acquisitions: Motives behind Financial-Service Mergers. International Banking Services: Types of International Banking - Services supplied by banks in International Markets – Future of Banking and Financial Services.

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

FM003 FINANCIAL STATEMENT ANALYSIS

Objective

The main objective of the course is to advance the student's understanding of how financial reporting is used in a variety of decision making under various context. (e.g., equity analysis and credit analysis). The course is designed to improve the student's ability to analyze financial statements and firm's accounting policies. It will also enhance the ability to use financial statements as part of an overall assessment of a firm's strategy and valuation. The course provides both a framework for and the tools necessary to analyze financial statements.

Contents

Module 1: Overview and Financial Reporting and Analysis

Overview of Financial Statement Analysis: Business Analysis - Financial Statement Analysis - Analysis Tools - Valuation Models - Analysis in an Efficient Market. *Financial Reporting and Analysis:* Reporting Environment - Statutory Financial Reports - Nature and Purpose of Financial Accounting - Desirable Qualities of Accounting Information - Important Principles of Accounting – Accruals Cornerstone of Accounting - Concept of Income - Fair Value Accounting - Need for Accounting Analysis - Earnings Management - Process of Accounting Analysis - Earnings Quality

Module 2: Analyzing Financing and Investing Activities

Analyzing Financing Activities: Liabilities - Current - Noncurrent – Analysis - Leases - Postretirement Benefits - Pension Benefits Other Postretirement Employee Benefits - Off-Balance-Sheet Financing - Shareholders' Equity - Capital Stock - Retained Earnings - Book Value per Share - Liabilities at the “Edge” of Equity . *Analyzing Investing Activities:* Current Assets - Cash and Cash Equivalents Receivables - Prepaid Expenses - Inventories - Analyzing Inventories - Long-Term Assets - Capitalizing versus Expensing: Financial Statement and Ratio Effects - Analyzing Plant Assets and Natural Resources - Intangible Assets - Analyzing Intangibles – Inter-corporate Investments - Investment Securities - Analyzing Investment Securities - Business Combinations - Derivative Securities

Module 3: Analyzing Operating Activities

Analyzing Operating Activities: Income Measurement - Income Concepts—A Recap - Nonrecurring Items - Extraordinary Items - Discontinued Operations - Accounting Changes - Special Items - Revenue Recognition - Guidelines for Revenue Recognition - Deferred Charges - Overview of Supplementary Employee Benefits - Employee Stock Options - Interest Costs - Income Taxes - Earnings per Share: Computation and Analysis

Module 4: Cash Flow Analysis and Return on Invested Capital and Profitability Analysis

Cash Flow Analysis: Statement of Cash Flows - Analysis Implications of Cash Flows - Analysis of Cash Flows - Inferences from Analysis of Cash Flows - Alternative Cash Flow Measures - Free Cash Flow - Cash Flows as Validators - Specialized Cash Flow Ratios. *Return on Invested Capital and Profitability Analysis:* Importance of Return on Invested Capital - Measuring Managerial Effectiveness - Measuring Profitability - Measure for Planning and Control - Components of Return on Invested Capital - Analyzing Return on Net Operating Assets - Analyzing Return on Common Equity

Module 5: Prospective Analysis, Credit Analysis and Equity Analysis

Prospective Analysis: The Projection Process. *Credit Analysis: Liquidity:* - Liquidity and Working Capital - Operating Activity Analysis of Liquidity - Additional Liquidity Measures. *Capital Structure and Solvency:* Basics of Solvency - Capital Structure Composition and Solvency - Earnings Coverage. *Equity Analysis and Valuation:* Earnings Persistence - Earnings-Based Equity Valuation - Earning Power and Forecasting for Valuation

References:

1. **Financial Statement Analysis 10th ed.** K. R. Subramanyam, John J. Wild, McGraw-Hill
2. **Principles of Corporate Finance** by Richard A Brealey, Stewart C Myers and Franklin Allen, 9th Edition, McGraw Hill (hear after referred as BMA)
3. **Financial Statement Analysis and Security Valuation 4th ed.** Stephen H. Panman, McGraw-Hill

FM004 EQUITY RESEARCH

Objective:

The course objective is to provide students with thorough knowledge of equity research practices in brokerage firms. This course focuses on building professional models and using sophisticated valuation methodologies to arrive at company's fair valuation.

Contents

Module 1

Equity valuation process, Understanding the business, forecasting company performance

Module 2

Selecting appropriate valuation model, Converting forecast to a valuation, making the investment decision

Module 3

Discounted cash flow valuation models, Dividend discount models, free cash flow to equity discount models, Free cash flow to the firm models , when and why to use different models

Module 4

Market based valuation techniques or relative valuation techniques, Price /Earnings ratio, Price /Sales ratio,

Module-5

Price / Book value, Price / Cash Flow, Enterprise value to EBIDTA, Contingent claim valuation, Introduction to Technical analysis.

Suggested Reading:

1. Aswath Damodaran, *Damodaran on Valuation*, John Wiley and Sons, 2nd edition
2. William Sharpe, *Investments*, Prentice Hall, 5th Edition.
3. Sheridan Titman et.al, *Valuation*, Pearson, 2007.

FM005 FINANCIAL DERIVATIVES & RISK MANAGEMENT

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

FM006 INTERNATIONAL FINANCIAL MANAGEMENT

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

FM007 FINANCIAL & CAPITAL MARKET SERVICES

Objective:

This elective course is expected to familiarize the students with the various aspects of financial services. The emphasis will be on the practical, operational aspects as well as risk management. The purpose of the course is to provide students with a general understanding of the Financial Services and Capital Markets in India as well as the operations and processes involved. It will enable the students to appreciate and understand the role, responsibilities and scope of activities carried out by financial Intermediaries as well as the regulators.

A general understanding of Banking & Insurance (as a financial service) will also be gained by the students. They will also understand the means adopted by corporates for raising short term funding as well as long term capital. They will also understand the use of Mutual Funds from a corporate perspective, mainly for investing short term surpluses. This course is expected to impart useful knowledge and skills to those who are looking for careers in the financial services and back office operations.

Contents

Module-1

Financial services and Intermediaries. 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-2

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.

Module-3

Financial Institutions, Banking services. Instruments and Services associated with trade finance and supply chain finance. Financial services associated with Insurance. Leasing & Hire purchase. Credit rating & Financial Information Services.

Module-4

Venture capital and private equity. Leveraged buyouts, Mergers (conglomerate merger, horizontal merger, market extension merger, vertical merger and product extension merger) and acquisitions (Six McKinsey types). Current regulations on Inter corporate investments and loans.

Module-5

Money markets (Products, regulators, processes and services . Special emphasis on instruments used for direct finance by corporates and institutions) . Mutual Funds (Concept & Role of a mutual fund, Fund structure and constituents, Products, Distribution and RTA services).

Suggested Reading:

1. NISM-SERIES-IX--MERCHANT-BANKING-EXAM-WORKBOOK (NISM IX)
2. NISM-Series-XV-Research Analyst Certification Examination Workbook - January 2016 (NISM XV)
3. NISM-SERIES-II-A--REGISTRAR-TO-AN-ISSUE-EXAM-WORKBOOK (NISM IIA)
4. SEBI (Merchant Bankers) regulations 1992

5. SEBI (Registrars to an Issue and Share Transfer Agents) Regulations 1993/ (Amendment) Regulations, 2006.
6. Making Sense of Corporate Venture Capital by Henry W. Chesbrough HBR Reprint r0203g (HBR 1)
7. How Venture Capital Works by Bob Zider HBR Reprint 98611 (HBR 2)
8. Companies Act 2013, Chapter V Acceptance of Deposits by companies .Section 186 <http://ebook.mca.gov.in> (MCA V)
9. M. Y. Khan ; Financial services 7th edition; McGraw Hill Education India (MYK)
10. Stephen g. Cecchetti; Money, banking & Financial Markets; McGraw hill international edition (SGC)
11. RBI Reports, Guidelines and Master circulars on Banking (RBI)
12. IRDAI General guidelines and circulars on Insurance (IRDAI)
13. NISM Series VII Stock Market operations & Risk management (NISM VII)

FM008 CORPORATE RESTRUCTURING STRATEGIES

Objective:

The course aims to develop proficiency in Business Valuation and Corporate Restructuring Techniques and methods by undergoing a learning process with appropriate conceptual and Practical blend

Module-1

Overview of corporate restructuring. terms of corporate restructuring – expansion, sell offs, corporate control, changes in ownership structure

Module-2

Mergers and acquisitions Concept and implications; Motives and rewards Types of mergers; Corporate spin offs; demergers Organization/Process of M&As Mergers and value creation Regulations on mergers and acquisitions. Tax implication of mergers

Module 3

Theories of M&A, efficiency, undervaluation, agency problems, tax considerations, market power, operating synergy, financial synergy

Module -4

Valuation of M&A, basic principles of valuation, discounted cash flow, steps in DCF, synergy valuation

Module-5

Leveraged Buy Outs (LBO) concept and process Motives and implications of LBOs Regulatory framework of LBOs Employee buy outs, Concept and process Bankruptcy

Suggested Reading:

1. D M DePamphilis, Mergers, Acquisitions and Other Restructuring activities: An Integrated approach to process, tools, cases, solutions, Academic Press, 2009.
2. Robert F Bruner, Applied Mergers and Acquisitions, John Wiley and Sons , 2004.
3. Patrik A Gaughan, Mergers, Acquisitions and corporate Restructuring, John Wiley and Sons, 2007
4. Robert F Bruner, *Applied Mergers and Acquisitions*, John Wiley and Sons, 2004.
5. Eccles, Robert G., Jr., Kersten Lia Lanes, and Thomas C. Wilson. "Are You Paying Too Much for That Acquisition?" *Harvard Business Review* 77, no. 4 (July–August 1999): 136–146.
6. When to Ally When to Acquire, HBR, July-Aug 2004
7. AS14 of ICAI

FM009 PROJECT FINANCE & CAPITAL BUDGETING

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*

FM010: FINANCIAL MODELING USING SPREADSHEETS

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

FM011 STRATEGIC FINANCIAL MANAGEMENT

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 Govindrajan, McGraw Hill

FM012 WORKING CAPITAL MANAGEMENT

Objective:

The objective of the course is to acquaint the students with the importance of the working capital and techniques used for effective working capital management.

Contents

Module 1

Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements

Module 2

Management of Cash – Motives for Holding Cash and marketable securities, cash system, Managing the Cash Flows, Types of Collection Systems, Cash Collection and Disbursement strategies, Investment in Marketable Securities, Forecasting Cash Flows, Managing Corporate Liquidity and Financial Flexibility, Measures of Liquidity, Determining the Optimum level of cash balances – Baumol Model, Miller-Orr Model.

Module 3

Receivable Management- Determining the Appropriate Credit policy Policy, dimensions of credit policy; Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant analysis, Sequential Decision Analysis

Module 4

Inventory Management and Valuation, Inventory Control Models, Short-term financing, Programming Working Capital Management, Integrating Working Capital and Capital, Investment Processes

Module 5

Sources of working capital finance – Long term – Short term; Approaches to working capital financing; Bank finance for working capital

Suggested Reading:

1. Bhalla, V K, *Working Capital Management: Tax and Cases*, 4th ed., Delhi, Anmol, 2001.
2. Hampton J J. and C.L. Wagner, *Working Capital Management*. John Wiley & Sons, 1989,
3. Hrishikes Bhattacharya, *Working Capital management Strategies and Techniques*, Prentice Hall India, 2006 edition.

FM013 MICROFINANCE

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
3. K G Karmakar, *Microfinance in India*, Sage Publications, 2008.

FM014 INTERNATIONAL TAXATION

Objective:

This course will help the students in understanding the basic principles of how taxation applies to international transactions and make them aware the role of the India in international tax as how the Indian tax rules interact with international structures

Contents

Module-1

Introduction to International Taxation with Basic Concept of Double Tax Avoidance, Agreements, Persons Covered, Taxes Covered, General Definitions Concept of Residence, Permanent Establishment,

Module-2

Business Profits, Income from Immovable Properties, Capital Gains, Shipping, inland waterways transport and air transport

Module-3

Transfer Pricing, Associated Enterprises, Introduction and Basics of Transfer Pricing, International Transactions, Associated Enterprises, Arm's Length Price and its Computation Documentation

Module-4

Dividend, Interest, Royalties and Fees for Technical Services, Foreign Exchange Management Act – Concepts, Methods of Elimination of Double Taxation: A – Exemption Method, B - Credit Method,

Module-5

TDS on Non Resident Payments under Section 195 of the Income Tax Act, 1961, Latest Judicial Developments on International Taxation

Suggested Reading:

1. Chris J. Finnerty, Paulus Merks, Mario Petriccione, Raffaele Russo, *Fundamentals of International Tax Planning*, IBFD, 2007
2. Greg Gregoriou and Colin Read, *International Taxation Handbook : Policy, Practice, Standards and Regulation*, CIMA Publishing, 2007
3. *International Taxation: Transfer Pricing and Information on Nonpayment of Tax*, Southgate Publishers, DIANE Publishing

HUMAN RESOURCES MANAGEMENT SPECIALISATION

HRM001 HUMAN RESOURCE DEVELOPMENT

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.
3. Udai Pareek, *Training for Development*.

HRM002 EMPLOYEE RELATIONS AND LABOUR LAWS

Objective:

This course will enable students to develop better understanding of contemporary industrial relations practices. It will also make students aware of fundamentals of prevailing labor laws. This course will instill a better understanding of the importance of various employment related legal issues with reference to industry and labor. This will also facilitate students understanding about departmental enquiry procedures and code of discipline.

Contents

Module-1

Background to Industrial Relations-Understanding/Appreciating Industrial Relations/
Employee Relations-Approaches to Industrial Relations-Forms of Industrial Relations-
Theories of Industrial Relations-Evolution of Industrial Relations in India

Module-2

Building Positive Employee Relations-Participative Management, Empowerment, Quality
Circles and Workers Participation-WPM-Management of Positive Discipline-QWL-
Counseling-Labor Welfare- An Investment for Developing Healthy Employee Relations-
Social Security for Emotional Bondage-Conflict Resolution. Disciplinary actions, Negotiation
skills, Grievance management, Strikes, boycotts and work stoppages, unfair labour practices.

Module-3

ILO-International Industrial Relations-Recognition of Trade Unions- Practices in some foreign
countries-International Workers' Organization.

Module-4

Management and Employees' organizations Origin and growth - TU – Theoretical Foundations
and Legal Frame Work –TU - Structures-Management of TU in India

Module-5 -Labor Laws

Trade Union Act, 1926-Industrial Dispute Act, 1947-Standing Orders.

Suggested Reading:

1. B.D Singh, Industrial relations – Emerging Paradigms
2. C.S Venkata Ratnam, Industrial relations
3. Arun Monappa, Industrial relations

HRM003 ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

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

HRM004 STRATEGIC HUMAN RESOURCE MANAGEMENT

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*
3. Michael Armstrong, *Strategic Human Resource Management: A Guide to Action*, Kogan Page Publishers, Jan-2000

HRM005 PERFORMANCE MANAGEMENT

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).

Module-4

Appraisal for managers, supervisors and workers, Performance measurement and the balanced scorecard. Performance measurement issues and their effects. Performance Management alternatives and their effects. Performance counselling, mentoring and coaching. Role of HR Managers 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)

HRM006 PEOPLE CAPABILITY MATURITY MODEL (PCMM)

Objective:

The objective of the course is to prepare student to use this model in future to strengthen the foundation of best practices for managing and developing an organization's workforce. The insightful understanding of this model helps them to develop the maturity of their workforce practices, establish a program of continuous workforce development, set priorities for improvement actions, integrate workforce development with process improvement, and establish a culture of excellence.

Contents

Module-1

the Process Maturity Framework and Overview The People CMM: Background, concepts, need, structure, and usage. The process maturity framework, the process maturity framework, process maturity framework spread, the People CMM Emerge in the IT industry. Organizational Maturity: Maturity Levels in the People CMM, Behavioural Characteristics of Maturity Levels.

Module-2

People CMM Process and Structural Areas Process Area, The Process Areas of the People; The Initial Level, Maturity Level, the Managed Level, Maturity Level, the defined level, Maturity Level , The Predictable Level, Maturity level. The Architecture of the People CMM, Structural Components of the People , Maturity Levels, Process Areas, Goals and Practices (Implementation, Institutionalization and Practices statements

Module-3

Interpreting and Using the People CMM Applying Professional Judgement: Organizational Factors, Goodness of Workforce Practices. Interpreting the Practices; Commitment to Perform, Ability to Perform, Practices Performed, Measurement and Analysis, Verifying Implementation. Organizational Roles and Structure, Institutionalization Issues, Maturity Level Concerns. Using the People CMM; uses, The IDEAL Life Cycle Model for Improvement. Implementing a People CMM-Based Improvement Program.

Module-4 Process Areas of the People Capability Maturity Model – I Process Areas for Maturity Level 2 (Managed): Staffing, Communication and Coordination, Work Environment, Performance Management, Training and Development and Compensation. Process Areas for Maturity Level 3 (Defined): Competency Analysis, Workforce Planning, Competency Development, Career Development, Competency-Based Practices, Workgroup Development, And Participatory Culture.

Module-5

Process Areas of the People Capability Maturity Model – II Process Areas for Maturity Level 4 (Predictable): Competency Integration, Empowered Workgroups, Competency-Based Assets, Quantitative Performance Management, Organizational Capability Management, and Mentoring. Process Areas for Maturity Level 5 (Optimizing): Continuous Capability Improvement, Organizational Performance Alignment and Continuous Workforce Innovation.

Suggested Reading:

1. Bill Curtis, William E. Hefley, Sally A. Miller, 'People Capability Maturity Model (PCMM)' Version 2.0. Software Engineering Institute, July 2001.
2. David Ulrich, 'Human Resource Champions', Harvard Business Review Press; 1 edition, November 1, 1996.
3. Edward Lawler III, 'From the Ground Up', Jossey-Bass; 1 edition, January 18, 2000.

HRM007 COACHING

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.

HRM008 REWARD MANAGEMENT

Objective:

This course is intended to provide students the formulation, administration, evaluation and maintenance of reward systems in the organization. It will also equip them with skills of carrying out salary survey, designing and administering salary structures, standardizing reward and compensation processes.

Contents

Module-1 Reward (Wage) Management: Concept – Aims – Philosophy – Elements.
Theories of Wages: Subsistence Theory, Surplus Value Theory, Bargaining Theory, Wages Fund Theory, Residual Claimant Theory, Marginal Productivity Theory, Classical Unemployment Theory and Modern Employment Theory

Module-2 Concepts of Wage / Reward Base: Minimum Wage, Fair Wage, Living Wage, Real Wage, Bonus and Commission - **Forms:** Monetary & Non-monetary Rewards - Statutory and Non-statutory Rewards - **Measurements of Wage / Reward Base:** Reward and Compensation - Time rate and Piece Rate - Incentive and Profit Sharing Schemes – **Key Indices associated with Wage / Reward Policies:** Consumer Price Index - Cost of Living Index - Wholesale Price Index

Module-3 Scientific Management of Rewards: Time based Incentives: Emerson's Efficiency Plan, Halsey's Premium Plan, Rowen's Premium Plan, Bedaux's Point Plan Output based Incentives: Taylor's Differential Piece Rate Plan, Merrick's Multiple Piece Rate Plan, Gantt's Task and Bonus Plan and Scanlon's Group Plan - **Behavioral and Perceptual Aspects of Reward Management:** The Psychological Contract: Iceberg Model - Intrinsic Rewards - Extrinsic Rewards – Employee and Organization's Perspectives on Reward - Application of Hackman and Oldham Job Characteristics Model in Reward Management.

Module-4 Rationale and Organizations associated with Wage Fixation: Job Analysis - Job Description - Job Specification - Job Evaluation Methods: Ranking, Job Grading/Classification, Factor Comparison and Point Method – Hay Group's Survey on Executive Rewards - Wage Board - Pay Commissions

Module-5 Wage / Pay Structure: Components: Basic, Dearness Allowance, Fringe Benefits, Compensatory Allowance, Performance Pay and Employees Stock Options (ESOP) - Determinants – Forms: Single-Rate / Narrow-Graded, Multi-Point / Grade Progression / Grade Ladder / Step and Broad-Banding / Delayed Pay Structure -

Relevant Provisions of Laws relating to Wage Management: Minimum Wages Act - Payment of Wages Act - Maternity Benefit Act - Equal Remuneration Act - Workers' Compensation Act - Employees' State Insurance Act - Payment of Bonus Act - Contract Labor (Regulation and Abolition) Act - Employees Provident Fund Act - Payment of Gratuity Act - Industrial Employment Standing Orders Act - **Integrated Framework** of HR, Finance and MIS Departments - Wage and Salary HRIS – Total Reward Management

Suggested Reading:

1. Henderson, R.I (2003), Compensation Management in a Knowledge Based World, 9th Ed., Pearson, New Delhi
2. Douglas Mc Gregor (2006), The Human Side of Enterprise, Annotated Ed., McGraw Hill, New Delhi
3. Michael Armstrong and Helen Murlis (2007), Reward Management: A Handbook of Remuneration Strategy and Practice, 5th Ed., Kogen Page, London
4. Milkovich.G; Newman.J and Ratnam (2016), C.S.V, Compensation, 12th Ed., Tata Mc Graw Hill, New Delhi

Additional Resources:

1. <http://fortune.com/2016/03/08/human-capital-30/>
2. Indian Government Official Website for CPI-<https://data.gov.in/catalog/all-india-consumer-price-index-ruralurban>
3. Indian Government, 7th Pay Commission Report, <http://7cpc.india.gov.in>
4. Indian Government Judicial Website, www.kanoon.com

HRM009 COMPETENCY BASED HRM

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

HRM010 CROSS CULTURAL MANAGEMENT

Objectives:

Managing cultural diversity is important in today's globalised world with its multicultural societies and cross-border activities that all lead to cross cultural interaction. The purpose of this course is to provide you with knowledge about and understanding of the impact of (national) cultures on management practice

Module 1:

Introduction – Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

Module 2:

Cultural Dimensions and Dilemmas: Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

Module 3:

Culture and Organizations: Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

Module 4:

Culture and Communications: Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally

Module 5:

Cross Cultural Team Management: Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

References

1. Marie-joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
2. David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.
3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
4. Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2012.
5. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.6. Jerome Dumetz -Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland,USA

HRM011 PSYCHOLOGY FOR MANAGERS

Objective:

The Objectives of this course are to understand human behavior in social and industrial settings. A student will be able to comprehend the causes of behavior as well as the methods of improvement by going through this course.

Contents

Module-1

Introduction; Scope; Evolution; Applied Psychology.

Module-2

Perception, Learning.

Module-3

Personality; Intelligence: IQ; EQ; SQ.

Module-4

Conflict and Adjustment, Stress Management, Social Psychology, Industrial Psychology

Suggested Reading:

1. R. Hilgard, Richard C. Atkinson, Rita L. Atkinson, *Introduction to Psychology* – Ernest Oxford Publishers
2. Robert A. Baron, *Psychology* – Pearson Education
John Walter Jones, Brian D. Steffy, Douglas Weston Bray, *Applying Psychology in Business: The Handbook for Managers and Human Resource Professionals*, Lexington Books, 1991

HRM012 MANPOWER SOURCING

Objective:

This course aims to provide the knowledge and skills in the domain of personnel recruitment, selection and assessment. Students will learn about job analysis, and its elements, staffing strategies using various selection and assessment methods, and will get equipped in decision making processes with reference to staffing requirements.

Contents

Module-1:

Human Resource Planning: Concept – Objectives - HRP at Micro and Macro Levels – Different Approaches - Demand and Supply Forecasting - The Labor Market Analysis - Different Tools and Techniques of HRP – Effects of Labor Wastage such as Absenteeism and Labor Turnover - Tools of HRP: Human Resource Planning Process - Job Analysis - Job Description – Job / Person Specification – Job Design - Human Resource Inventory and HR Accounting - Aligning HR Plan with Business Plans. **Career Management:** Career Planning - Career Paths - Career Anchors - Career Development

Module-2

Creating An Outsourcing Strategy: Preparing a Request For Information (RFI) or Request For Proposal (RFP) - Identifying third-party service providers (contractors) - Evaluating contract proposals - Conducting cost-benefit analyses - Contract terms - Retaining management rights - Importance of legal review of contracts - Managing vendor/staff relationships - Managing a vendor's performance under the contract terms - Managing Communications and Deliverables - Evaluating Outsourcing Process

Module-3

Recruitment: Concept - Resume Scanning - Recruitment Policy – Approaches - Source of Recruitment – The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959. **Selection:** Concept – Process – Methods and Tools – **Employees Testing Methods:** Psychological and Emotional Intelligence Tests: Definition – Purpose - Medical Checkups - Reference and Back Ground Check – Assessment Centers - Choice of Selection Methods - Interpretation of Tests and Results – **Standardization of Tests:** Reliability and Validity

Module-4

Selection Tools: Employment Interview – Concept – Purpose – Types - Interview Techniques - Interviewing Skills - Advantages and Limitations of Interviews - Do's and Don'ts of Interviewing. **Employee Retention:** Downsizing / Rightsizing – Why, When and How Aspects of Downsizing - Alternatives to Downsizing - Consequences of Downsizing – Approaches – Process of Downsizing / Rightsizing and Related Decisions - Succession Planning: Concept – Need – Process – Succession Risks - Grid Model of Succession Management

Module-5

Employment Offer and Contract: Employment Offers - Service Conditions: Probation and Confirmation - Contract of Employment - Psychological Contract. **Industrial Employment (Standing Orders) Act, 1946** – Application and Importance. **Employee Socialization / Employee (Induction)** – Types – Process – Coverage. **Placement:** Concept – Types: Independent, Sequential, Pooled and Differential Placement – Assessment-Classification Model of Placement – Placement Policy. **Apprenticeship Training:** The Apprentices Act 1961 – Application and Features. **Promotion:** Concept, Types, Process and Policy – **Transfer:** Concept, Types, Process and Policy

Suggested Reading:

1. Mc Beath Gordon (1993), *Handbook of Human resource Planning*, 2nd Ed., Beacon books, New Delhi
2. Paranjpe, Vivek (2007), *Human Resource Planning*, 2nd Ed., Allied Publishers, New Delhi
3. Armstrong, Michael (2017), *A Handbook of Human Resource Management Practice*, 14th Ed., Kogan Page, London
4. Warren Freedman (1989), *Employment Contract: Rights and Duties of Employers and Employees*, 1st Ed., Praeger, London

HRM013 GLOBAL HUMAN RESOURCE MANAGEMENT

Objective:

Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organizations. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

Contents

Module-1

Cultural anthropology and International Business, Overview, Basics of Cultural Anthropology, Culture and International Business, Introduction to Cultural Dimensions, Models of Culture. Global labor markets

Module-2

Communicating across Cultures-Language and Culture-Non Verbal Dimensions of Communicating across Cultures. Negotiating across cultures, competencies in negotiation, Developing Global Managers with Cross Culture Competency-Developing Cultural Intelligence-Dos and Don'ts of International Business. Cross-cultural effectiveness

Module-3

Global Corporate Evolution -Internationalization and the international division of labor- Introduction to the language of Global Human Resource Management - Strategic Issues in Global Selection and Cross Cultural Issues in Global HRM – Implications of national diversities for MNCs, Hofstede and Hall models- Managing expatriates in global markets; Repatriating employees post international assignment, Cross-border HR management, Offshoring/ outsourcing, In-shoring,

Module-4

Compensation Management in MNCs -Performance Management Systems in MNCs. Training and Development in MNCs-Challenges in developing Global Managers – Transfer of knowledge across national borders. Industrial Relations in Global Perspective-Strategic challenges of Conflict Resolutions in MNCs-MNCs' practices in Worker Participation in Management.-International Corporate Social Responsibility.

Module-5

Managing a Diverse Workforce, business case for diversity; Equal employment opportunity, Aging workforce, Individuals with disabilities, Racial/ethnic diversity, Discrimination, Reverse discrimination, Glass ceiling, Business case for diversity.

Suggested Reading:

1. Anne-Wil Harzing, Joris Van Ruysseveldt.: *International Human Resource Management*: Sage Publications.
2. Peter J Dowling & Denice E Welch, *International Human Resource Management: Managing People in a Multi-national Context*,
3. Tony Edwards & Chris Rees, *International Human Resource Management: Globalization, National systems and Multinational companies*,
4. Ferraro, Gary.P, *Cultural Dimension of International Business*, Prentice-Hall of India

OPERATIONS MANAGEMENT SPECIALISATION

OM001 PROJECT MANAGEMENT

Objective:

Projects are characterized by non-routine tasks. Project Management is about Planning, Organising, Scheduling, Executing, Controlling and Closing these non routine tasks. This course deals with the above said aspects of a project. This course introduces the students to the scientific methods involved in managing the project.

Module 1

The definition of a project, The three project objectives, project Life cycle, Risk during the Life Cycle, Project selection and criteria of choice, Project selection models, Project organisation – project as part of the functional organisation, pure project organisation, The matrix organization.

Module 2

Project Planning: Initial project coordination, Systems integration, The work breakdown Structure and linear responsibility charts, Interface coordination through integration management. Project implementation: Estimating project budgets, Work element costing

Module 3

Project scheduling: Network Techniques – PERT and CPM, Crashing a project, Resource allocation, Resource loading, Resource leveling.

Module 4

The planning –monitoring–controlling cycle, Earned Value Analysis, Computerized Project Management Information system, Project control

Module 5

The project Audit, Audit report, Audit life cycle, Essentials of an Audit. Project termination: types of termination, the termination process.

Reference Books

1. Jack R. Meredith, and Samuel J. Mantel Jr., (2009), *Project Management – A Managerial Approach* (Sixth Edition), John Wiley and Sons.
2. Clifford F Gray, Erik W Larson & Gautam V Desai (2010), *Project Management: The Managerial Process* (Fourth Edition), McGraw Hill.
3. Prasanna Chandra (2005), *Projects Planning: Analysis, selection, implementation and review* (Fifth Edition) Tata McGraw Hill.

OM002 INTEGRATED MATERIALS MANAGEMENT

Objective:

This course examines the materials functions common to virtually all organisations. The objective of the course is to make students understand the importance of materials management function in an organisation and how it can help in integrating various plans and reduce the material related costs.

Contents

Module 1:

Dynamics of materials management, Materials management at a micro-level and at a macro-level - The material Function, objectives of materials management, MRP, Lean and Demand driven MRP systems.

Module 2

Purchasing: Purchasing principles, procedures, practices and policies, Legal aspects of purchasing and associated documentation (Customs, Excise and GST). Negotiations: Negotiation framework, negotiation planning, power in negotiation, e-procurement. Global Sourcing

Module 3

Inventory Fundamentals: Aggregate Inventory management, Item inventory management, Inventory and flow of materials, Supply and demand patterns, Functions of inventory, Objectives of inventory management, Inventory costs, Financial Statement and inventory, Inventory Categorization methods (GOLF, ABC, VED, XYZ, FSN, and others)

Models for determining Order Quantity: Economic order quantity (EOQ), Variation of EOQ Model, Quantity discounts, Period-Order Quantity (POQ), Part Period Balancing

Module 4

Independent demand ordering system: Order point system, Determining safety stock, Determining service levels, Different forecast and lead time intervals, Determining when the order point is reached, Distribution inventory , Other material classification. JIT inventory control systems.

Module 5

Store management and operations: storage system, stores location and layout, development of stores, centralization and decentralization of stores, Standardization and variety reduction, codification. Materials handling systems, principles, Types of equipment, movement and storage cost. Tools, Spare parts and maintenance material control, obsolete scrap or process waste and surplus material disposal. Environmental impact of waste disposal. eWaste legislation in India.

References:

1. Evans, J. R. & Lindsay, W. M. The Management and control of Quality, Cengage Learning
2. Besterfield D. H., Besterfield-Michna, C., Besterfield, G. H., & Besterfield-Sacre, M. Total Quality Management, Pearson Education
3. Evans, J. R. Total Quality: Management, Organization and Strategy, Cengage Learning
4. Evans, J.R., & Lindsay, W.M. An Introduction to Six Sigma & Process Improvement, Cengage
5. Purchasing & Supply Chain Management 3rd edition Manczka, Trent, Handfield
6. Principles of Inventory & Materials Management; Tersine, Richard
7. Tony Arnold, Chapman, Clive (2016), *Introduction to materials management* (6th ed), Pearson.
8. Vollman, Berry. Whybark and Jacobs (2014), *Manufacturing Planning and Control for supply chain management* (Fifth edition) McGraw Hill.
9. Handbook of Materials Management ; second edition; Gopalakrishnan P., Abid Haleem
10. Materials Management : A Supply Chain Perspective: A.K. Chitale, R.C. Gupta
11. Designing and Managing the Supply Chain: Concept Strategies and case studies David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi
12. A K Dutta, (2009), *Material management – Procedures, Text and cases* (2nd Ed.), PHI

OM003 PRODUCTION PLANNING AND CONTROL

Objective:

The objective of the course is to make students be able have a conceptual understanding of different strategies employed in manufacturing and service industries to plan production and control inventory. At the end of the course students should be able to understand the various techniques, identify likely areas for improvement, develop and implement improved planning and control methods for production systems.

Contents

Module 1

Introduction - Strategic Decisions - Tactical Decisions - Operational Decisions. Forecasting - Nature and Use of Forecast - Factors Affecting Forecast: Demand, Types of Forecasting in Decision Making - Sources of Data, Demand Patterns - Forecasting Models.

Module 2

Aggregate Planning - Nature of Aggregate Planning Decisions - Aggregate Planning Strategies - Aggregate Planning Methods - Master Production Plan/Schedule. Cut-and-Fit Methods - Concept of Mass Production System - Objective of Assembly Line Balancing - Generalized Algorithm, Rank Positional Weight Method. The COMSOAL Algorithm. Model for Assembly Line Balancing - Integer Programming Model to Minimize Number of Work Stations - Model to Minimize Balancing Delay (Maximize Balancing Efficiency) - Stochastic Balancing.

Module 3

Capacity Planning - Determination of Plant Capacity - Capacity Planning Strategies - Equipment Selection - Investment Decisions - Interest Formulas - Bases for comparison of Alternatives. Facility Location - Factors Influencing Plant Location - Break Even Analysis - Single Facility Location Problem - Multi-facility Location Problems - Model for Multi-facility Location Problem - Method of Transformation.

Module 4

Layout Design Procedures - Systematic LDP - Computerized Relative Allocation of Facilities Technique (CRAFT) - CRAFT Procedure - Application of CRAFT - Automated Layout Design Program (ALDEP) - Computerized Relationship Layout Planning (CORELAP) - Application of CORELAP – PLANET - Algorithms and Models for Group Technology - Rank Order Clustering Algorithm (ROC) - Bond Energy Algorithm - Mathematical Model for Machine Component Cell Formation.

Module 5

Basic Reasons for Replacement - Deterministic Type of Items that Deteriorate with Time. Replacement - determination of Maintenance Crew Size. Crew Size Determination - Using Analytical Queuing Model - Simulation of Maintenance System – Reliability - Reliability Improvement - Reliability Calculations - Reliability Program - Failure Modes - Effects and Criticality Analysis (FMECA) - Information System for Maintenance Management – Benefits - Procedure for Information System Design.

References / Books

1. Vollmann, Berry, Jacobs, Manufacturing Planning and Control for Supply Chain Management, 5e, McGraw-Hill, 2009. **[Primary Text]**
2. Nahmias, S., Production and Operations Analysis, 4th Edition, McGraw-Hill Irwin, 2001.
3. Heizer, Rajasheshkar & Render, Operations Management, 9e, Pearson Education.

OM004 SUPPLY CHAIN MANAGEMENT

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.

OM005 SERVICE OPERATIONS MANAGEMENT

Objective:

The intent of the service operations management course is to provide students with an understanding of the analysis, decision making and implementation issues of managing the operational aspects of a service. There must be a strategy for providing service, which matches the target market with the strengths of the Service organization.

Contents

Module 1

Introduction to Service Operations, Nature and Characteristics of Services, Service Encounters, Service Organization as a System Service Strategy Formulation, Basic and Integrative Elements of Service Strategy, Role of Services in an Economy.

Module 2

Building Service System – Technology: Its impact on services and their management – Design and development of Services and Service Delivery System. Locating and Designing Services – Factor Weighing Method, Center of Gravity Method, Service Facility Layout, Service Layout Strategies for Product Layout, Process Layout, Office Layout, Retail Store Layout, Warehousing Layout, and Storage Layout.

Module 3

Operating the Service System – Managing Demand, Nature and pattern of Service Demand, Strategies for influencing Demand, Yield Management; Queuing Theory and Simulation, Managing Supply, Capacity, Components of Capacity, Strategies for Management of Supply, Overbooking, Allocating Capacity – Static, Nested and Dynamic Methods; Inventory Management in Services, Methods to reduce stock-outs, shrinkages and inventory inaccuracy.

Module 4

Managing Service Operations – Service Quality, Dimensions of Service Quality, Achieving Quality, Reinforcing Service Quality through Service Recovery and Service Guarantee.

Module 5

Service Productivity, Measurement and Methods to increase Service Productivity, Basic Understanding of Data Envelopment Analysis and Scoring System. Work Measurement in Services, Time Studies, Predetermined Time Standards, Work Sampling.

References / Books

1. Fitzsimmons, J., & Fitzsimmons, M. (2013). *Service management: Operations, strategy, information technology*. McGraw-Hill Higher Education. [**Primary Text**]
2. Johnston, R., & Clark, G. (2008). *Service operations management: improving service delivery*. Pearson Education.

OM006 MAINTENANCE MANAGEMENT

Objective:

To explore the components that comprises an effective maintenance program. To present maintenance as various integrated business processes that support the objectives of an organization in the context of total life cycle facility management To understand current practices in maintenance management and the potential drivers for re-engineering maintenance

Contents

Module 1

Maintenance Concepts: Objectives & functions of Maintenance, Maintenance strategies, Organization for Maintenance, Types of Maintenance – maintenance systems – planned and unplanned maintenance – breakdown maintenance – corrective maintenance –opportunistic maintenance – routine maintenance – preventive maintenance – predictive maintenance – condition based maintenance systems – design-out maintenance – selection of maintenance systems

Module 2

Maintenance Planning and Equipment Efficiency Management: Overhaul and repair meaning and difference, Optimum Maintenance policy for equipment subject to breakdown, Replacement decisions: Optimum interval between preventive replacements of equipment subject to breakdown, group replacement, Physical Asset Management, Measuring Equipment Effectiveness.

Module 3

Availability, Reliability, Maintainability: Availability of repairable systems, Concept of Reliability, System reliability - Series, Parallel and mixed configuration, Reliability improvement, Concept of Maintainability, Maintainability prediction, Design for Maintainability, Maintainability Improvement, Availability- Maintainability-Reliability trade off

Module 4

Failure statistics, Data analysis and methods of qualitative analysis, MTBF, MTTF, Useful life-Survival curves, Repair time, Breakdown time distributions- Poisson's, Normal, Exponential, FMEA, FMECA, , Economics of repair and replacement of equipment, Planning and scheduling of plant overhauling and shutdown.

Module 5

Advanced Techniques: Reliability centered Maintenance, Total Productive Maintenance (TPM)- Philosophy & Implementation, Signature Analysis, *Maintenance information systems*, *Expert Systems*, Concept of Tero - Technology, Reengineering Maintenance process,

Suggested Reading:

1. Kelly and M.J. Harris, *Management of Industrial Maintenance*, Butterworth-Heinemann Ltd
2. Sushil Kumar Srivatsava, *Industrial Maintenance Management*, S.Chand & Company, 2009
3. www.ltp.lv/uploads/filedir/File/Train_in_main_ENG.pdf Handbook of Maintenance
http://www.maintenanceresources.com/referencelibrary/maintenancemanagement/death_of_the_maintenance_dept.htm
4. AKS Jardine, *Maintenance, Replacement and Reliability*, Pitman Publishing.
5. B.V.S. Prasad; B.Kanaka: *Modern Maintenance Management: Concepts and cases* - ICFAI
6. K.Venkataraman: *Maintenance Engineering and Management*; PHI, 2013
7. A.D.Telang and Amit Telang; *Comprehensive Maintenance Management; Policies, Strategies and options*, PHI Learning Private limited 2010
8. R.C.Mishra, K.Pathak *Maintenance Engineering and Management* ; PHI 2013
9. A review of overall models for maintenance management by David Sherwin Lund in *Journal of Quality in Maintenance Engineering*; Volume 6, Issue 3; Published 2000

OM007 TOTAL QUALITY MANAGEMENT

Course Objective: This course provides a fundamental, yet comprehensive coverage of Total Quality Management (TQM). The primary objective of this course is to familiarize students with the basic concepts, techniques, principles and applications of total quality management.

Module 1: The Quality System

Quality - History and Importance; Total Quality in Organizations

Quality Philosophies and Frameworks – Contributions of Deming, Juran, Crosby; Quality Management Awards and Frameworks – MBNQA, EQA, Deming Prize

Module 2: The Management System

Leadership and Strategic Planning – Policy Deployment; Focusing on Customers, High Performance Workforce, Process Management – Designing Work Processes and Improving Work Processes, Performance Measurement and Information Management – Cost of Quality, Building and Sustaining Performance Excellence

Module 3: Six Sigma and Process Improvement

Process Improvement – Seven QC Tools, New Seven Management Tools and their Application.

Six Sigma – Principles of Six Sigma, DPMO, The Statistical Basis of Six Sigma, DMAIC Methodology

Module 4: Design for Quality and Product Excellence

Quality Function Deployment – House of Quality, Taguchi Loss Function, Failure Mode and Effects Analysis, Reliability Prediction and Optimization, Total Productive Maintenance, Overall Equipment Effectiveness

Module 5: Statistical Quality Control

Statistical Process Control – Methodology; Control Chart for Variables; Control Chart for Attributes; Designing Control Charts – \bar{x} and R chart, p chart, c chart
Process Capability

References:

1. Evans, J. R. & Lindsay, W. M. The Management and control of Quality, Cengage Learning
2. Besterfield D. H., Besterfield-Michna, C., Besterfield, G. H., & Besterfield-Sacre, M. Total Quality Management, Pearson Education
3. Evans, J. R. Total Quality: Management, Organization and Strategy, Cengage Learning
4. Evans, J. R., & Lindsay, W. M. An Introduction to Six Sigma & Process Improvement, Cengage Learning

OM008 SIMULATION MODELLING

Objective:

The course will cover both analytical methods (Markov Models and Queuing Networks) and simulation techniques (Monte Carlo Techniques and Event Driven Simulation) as applied in management

Contents

Module 1

Introduction to Modeling & Simulation – What is modelling and Simulation? Complexity Types – Model Types – Simulation Types – M&S Terms and Definitions

Module 2

Input Data Analysis – Simulation Input Modeling – Input Data Collection • Data Collection Problems, Practical Suggestions, Effect of Period of Time – Input Modeling Strategy, Histograms, Probability Distributions, Selecting a Probability Distribution, Evaluating Goodness of Fit, Random Numbers – Random Number Generators

Module 3

Output Data Analysis– Introduction, Types of Simulation With Respect to Output Analysis, Stochastic Process and Sample Path, Sampling and Systematic Errors, Mean, Standard Deviation and Confidence Interval – Analysis of Finite-Horizon Simulations, Single Run, Independent Replications, Sequential Estimation – Analysis of Steady-State Simulations, Removal of Initialization Bias (Warm-up Interval), Replication-Deletion Approach, Batch-Means Method Comparing Systems via Simulation

Module 4

Comparison Problems, Comparing Two Systems, Screening Problems, Selecting the Best, Comparison with a Standard, Comparison with a Fixed Performance, Discrete Event Simulations

Module 5

Introduction, Next-Event Time Advance, Arithmetic and Logical Relationships, Discrete - Event Modeling Approaches – Event-Scheduling Approach – Process-Interaction Approach Practices – Overview of Some M&S Tools and Systems, Well-Known Simulation Modeling Tools – GPPS – Arena , Well-Known International M&S Systems – JTLS – Janus – Jcats

Suggested Reading:

1. J. Banks and B. Nelson, *Discrete-Event System Simulation*, Prentice-Hall, 5th Edition, 2010.
2. S.M. Ross, *Simulation*, Academic Press, 4th edition, 2006.
3. K. Trivedi, *Probability and Statistics with Reliability, Queuing and Computer Science Applications*, Wiley, 2nd edition, 2002.

OM009 REVENUE MANAGEMENT

Objective

The objective of the course is to explain how firms should manage production capacity, resources and product availability policies across different selling channels in order to maximize performance and profitability. The primary goal of Revenue Management has been succinctly described as “*selling the right product to the right customer at the right time for the right price*”. It will expose the methodology to be adapted by companies selling seasonal/perishable products under uncertain and changing market conditions.

Module 1

Introduction to Pricing and Revenue Optimization. History of PRO. The PRO process. Customer commitments. The role of product segmentation, market segmentation and channel pricing. Cost-based pricing, market-based pricing, and "value pricing". Monopoly Pricing. Producer and Consumer surplus. Types of price discrimination (first-degree, second-degree, and third degree). Two part tariffs and quantity discounts. Bundling.

Module 2

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. Defining market segments. 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 3

Peak-load Pricing. The peak-load pricing problem. Formulation as a constrained optimization problem. The impact of demand shifting. Applications to discount airlines, electric power, and theme-park pricing. Basics of Revenue Management. The problem setting. Airline customer segmentation. Booking limits and protection levels. Littlewood's rule. "Critical fractile" method for overbooking. EMSR heuristics. Booking control mechanisms.

Module 4

Network management problem. Linear programming approach. Bid pricing. Revenue management in hotels, rental cars, freight transportation and other industries. Markdown Management. Retail markdown management. Retail customer segmentation. Two-period segmentation model. Formulation as a constrained optimization problem

Module 5

Customized pricing. The customized-pricing problem. Response to RFP and RFQ's. Win-loss curves. Maximizing expected profitability. Basics of logistic regression. Dynamic List Pricing. The problem setting, .Retail list pricing. E-commerce pricing. . Optimizing list prices. Interaction with replenishment decisions. Customer Acceptance. Customer perceptions of dynamic price differentiation. Implications from prospect theory. Dual entitlement. Price image. Tactics for avoiding perceptions of unfairness.

References (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 andG. Van Ryzin. Kluwer Academic Publishers, 2004.

OM010 GAME THEORY FOR MANAGERS

Objective

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.

OM011 GLOBAL SUPPLY CHAIN MANAGEMENT

Objective:

This course provides a strategic view of global operations, supply chain and logistics. The students will be able to understand the general framework and important issues related to global operations and logistics.

Contents

Module-1

Managing global logistics and global supply chains: Logistics in a global economy – views of global logistics – global operating levels – interlinked global economy – The global supply chains – Global supply chain business processes – Global strategy – Global purchasing – Global logistics – Channels in Global logistics – Global alliances – Issues and Challenges in Global supply chain Management

Module-2

Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations – Mapping the supply chain processes – Supplier and distributor benchmarking – setting benchmarking priorities – identifying logistics performance indicators – e-commerce and SCM

Module-3

Supply Chain Drivers and Metrics: Drivers for Supply Chain Performance, Framework for Structuring drivers, Facilities in inventory, transportation, information, sourcing and pricing. Objectives to Achieving fit.

Module-4

E-Business –Framework and Role of Supply Chain in e-business and b2b practices. Supply Chain IT Framework internal Supply Chain Management, Fundamentals of transaction management. Supply Chain in IT Practice.

Module-5

Supplier relationship Management, Information Systems development, Packages in Supply Chain - SRM, e-LRM, e-SCM, Supply Base management, International logistics Infrastructure.

Suggested Reading:

1. Masaaki Kotabe, Michael J. Mol, *Global Supply Chain Management*, Edward Elgar publishing, 2006
2. Douglas Long, *International Logistics: Global Supply Chain Management*, Springer, 2003
3. John Mangan, Chandra Lalwani, Tim Butcher & Roya Javadpour, *Global Logistics and Supply Chain Management*, Wiley, 2 edition, 2011

BUSINESS INTELLIGENCE SPECIALISATION

BI001 DATABASE MANAGEMENT SYSTEM

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

BI002 E-COMMERCE

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 GuercioTraver, *E-Commerce 2012*, CourseSmart e-Textbook, Prentice Hall, 8/E, 2012,
3. Hentry Chan, *E -Commerce–fundamentals and Applications*, Wiley India PvtLtd, 2007

BI003 INTRODUCTION TO BUSINESS ANALYTICS

Objective

Module 1 - 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 2 – 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

Module 3 – Introduction to R (Open Source Statistical Modeling Tool)

R as a calculator
Vectors, Matrices, Data frames, Lists
Packages and functions
Reading and writing data

Module 4 – Correlation and Regression (Using R)

Correlation and its types
Difference between Correlation and Causality
Examples for correlation and causality

Module 5 – Breadth of Analytics

Predictive analytics - Forecasting, Regressions & Industry Applications

References

BI004 BUSINESS INTELLIGENCE ARCHITECTURE

Objective:

This course will equip the students with basic architectural concepts for business intelligence and data warehousing and to determine the best-fit architecture and methodology for data warehousing program.

Contents

Module-1

Basic principles of Business Intelligence, development in BI area, position in IS/ICT architecture, links to other applications, core OLAP (On Line Analytical Processing) technologies, demonstration of principles on examples, BI application areas, specification of these areas, BI in the company management, effects of BI applications

Module-2

Database environment, data warehouse in MS SQL Server-- principles, architecture, components, management basics, BI tasks management, effect and critical success factors of BI, planning and analysis, Data Integration Framework

Module-3

Design and modeling -- principles of dimensional modeling, relationship between measures and relevant dimensions, physical design and modeling, data quality management, data granularity problems management,

Module-4

Data Mining: Introduction – Data – Types of Data – Data Mining Functionalities – Interestingness of Patterns – Classification of Data Mining Systems – Data Mining Task Primitives – Integration of a Data Mining System with a Data Warehouse – Issues – Data Preprocessing

Module-5

Data Mining -- core principles and application options, relations to BI and other applications, relationship between CRM and BI - Customer Intelligence, BI market segment, BI trends, BI product examples- SAP, Oracle.

Suggested Reading:

1. R. N. Prasad and Seema Acharya, *Fundamentals of Business Analytics*, Wiley India Pvt Ltd, 2011
2. Larissa T. Moss and Shaku Atre, *Business Intelligence Roadmap: The Complete Project Lifecycle for Decision-Support Applications*, Addison-Wesley Professional, 2003
3. Cindi Howson, *Successful Business Intelligence: Secrets to Making BI a Killer App*, McGraw-Hill Osborne Media, 2007

BI005 DECISION SUPPORT SYSTEM

Objective:

This course deals with mainly model building for decision situations in functional areas of management like, finance, marketing, production, planning and control etc. As such the emphasis is on model building and using a computer as a tool.

Contents

Module 1

Overview of different types of Decision-Making: Strategic, tactical and operational, Mapping of databases, MIS, EIS, KBS, expert systems, OR modeling systems and simulation, decision analytics systems onto activities within an organization. Extension to other 'nonorganizational' areas of decision making, Relationship with knowledge management systems

Module 2

Studies of human cognition in relation to decision making and the assimilation of information, Cultural issues, Implications for design of decision-making support, Communication issues

Module 3

Normative, descriptive and prescriptive analysis: requisite modeling. Contrast with Recognition primed decision tools

Module 4

DSS Software Tools – Introduction to Information Retrieval Packages, specialised modeling languages, statistical data analysis packages, forecasting and graphing packages.

Module 5

Group decision support systems and decision conferencing, Intelligent decision support systems: tools and applications. Cutting-edge decision support technologies. History, design, implementation: benefits and pitfalls. Deliberative e-democracy and e-participation

Suggested Reading:

1. Vicki L.Sauter *Decision Support Systems for Business Intelligence*, 2nd Edition, Wiley 2011,
2. G.M. Marakas, *Decision support Systems in the 21st Century*, Prentice Hall, second edition, 2002.
3. E. Turban and J.E. Aronson, *Decision support Systems and Intelligent Systems*. 6th Edition. Prentice Hall, 2001
4. V.S. Janakiraman and K. Sarukesi, *Decision Support Systems*, sixth edition, 2006, PHI

BI006 BUSINESS PROCESS MODELLING & ANALYSIS

Objective:

This course is for targeted for students wanting to build career in roles of business analysts, implementation consultants etc... This course provides an introduction to the skills and techniques required to analyze and design new processes or to redesign and improve existing processes. This course focuses on identifying opportunities for process change and presents the process analysis, modeling and design techniques and tools required to improve performance.

Contents

Module 1

Introduction to business process management and Web Sphere Business Modeler, Web Sphere Business Modeler overview, Creating a business process diagram, Defining elements and attributes

Module 2

Organizational model of processes, Strategic context for business processes, Relationships between processes, including those at the same level and between levels of hierarchy, Building an organizational view of processes, Delivering value to customers and the value proposition

Module 3

Completing the process model, Defining human tasks and forms, Defining business rules; Model validation and static analysis, Basic reports and queries, Common modeling patterns

Module 4

Project management, methodology, and approaches, Collaboration support for version control Web Sphere Business Compass overview, Building your own model

Module 5

Evaluating and improving business processes , Identifying problems with the as-is business processes, Analysing the process flow, Analyzing the handoffs, Analyzing the tasks, Staff performance issues, Challenging the business rules, Modeling the to-be business processes, Approaches to business process improvement.

Suggested Reading:

1. Davis Barnes (Editor), *Understanding Business : Process*, Routledge, USA, 2000
2. Martyn A Ould, *Business Processes : Modeling and Analysis for Re-Engineering and Improvement*, John Wiley & Sons, USA, 1995
3. Mike Jacka J and Paulette J Keller, *Business Process Mapping: Improving Customer Satisfaction*, John Wiley and Sons, USA, second edition, 2009

Internet Reference:

1. *Business Process Management: Modeling through Monitoring Using Web Sphere V6.0.2 Products*, ibm.com/redbooks, 2006

BI007 SOFTWARE PROJECTMANAGEMENT

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

BI008 ADVANCED BUSINESS ANALYTICS

Objective

Module 1 – Regression (Part I) (Using R)

Regression – An Overview

Simple linear regression – Assumptions; Model estimations (Least-square); Goodness of Fit; Residuals; Regression diagnostics; Heteroscedasticity

Hands on using R

Module 2 – Regression (Part II) (Using R)

Multiple Linear Regression – Complete as well as Step-wise; Goodness of Fit (Adjusted R-square, AIC, BIC); Regression diagnostics; Residuals; Multicollinearity

Model Validation and Accuracy Measurement - Cross validation, MAPE, MAE, MAD

Hands on using R

Module 3 – Clustering (Using R)

Data Mining – Unsupervised Learning

Clustering

K-means and Hierarchical Clustering

Applications and Examples

Limitations

Hands on using Excel Miner

Module 4 – Advanced Analytic Techniques and Applications

Sentiment Analysis

Fraud Analytics

Web Analytics

Social Media Analytics

Reference

BI009 NoSQL DATABASES

Module 1

Structured data, Unstructured data and Streaming data
The Cloud, Big Data, Volume of Data, Variety of Data, Velocity of Data
Data intensive applications, Distributed File System
ACID vs BASE, Consistency, Availability and Partition tolerance - CAP Theorem

Module 2

Unstructured Database Management Systems
NoSQL Introduction, SQL vs NoSQL
Need of NoSQL, Use of NoSQL in Industry
Comparison of relational databases to new NoSQL stores
Advantages of NoSQL over RDBMS

Module 3

Types of NoSQL database
Column-Oriented data model, Key-value data models,
Document data model, Graph databases – schema less databases
Multi Model database –aggregate
Database replication, Databasesharding

Module 4

Hadoop ecosystem & MapReduce
Components of Hadoop, Hadoop Distributed File system
Basics of Map Reduce, Cassandra data model
Hive infrastructure, Pig data model

Module 5

Introduction to MongoDB, key features,
MongoDB through the JavaScript,JSON, Binary JSON,
MongoDB Query Language.

References

1. Chris Eaton,Dirk Deroos, Tom Deutsch, George Lapis, Paul Zikoppulos, “Understanding Big data ”, McGraw Hill, 2012
2. Tom White, “HADOOP: The definitive Guide”, O Reilly 2012.
3. Boris Lublinsky, Kevin T. Smith, Alexey Yakubovich, “Professional Hadoop Solutions”, Wiley, 2013
4. Adam Flower, “NoSQL for dummies”, Wiley, 2015
5. Kyle Banker,Peter Bakkum, Shaun Verch, Douglas Garrett, Tim Hawkins, "MongoDB in Action", Manning 2016

B1010 EMERGING TRENDS OF IT IN BUSINESS

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

References

Course Syllabus: Business Modelling using R (BMR)

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	<p>Understanding of unsupervised learning models Description of unsupervised modelling techniques</p> <p>Clustering</p> <p>a) Clustering Concept – K Means Clustering b) Building the model c) Model diagnostics and evaluation d) Solving Business case using Random Forest method</p> <p>Association Rules</p> <p>a) ARM Concept – Apriori b) Building the model c) Model evaluation d) Solving Business case using Random Forest method</p>	6
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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

Course Syllabus: Applied Business Analytics (ABA)

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> <p>Machine error alerts - Understand modelling techniques to Predict failures in systems</p>	5

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

Electives Offered by General Management Domain

GM001 INTERNATIONAL ECONOMICS

Objective:

The course will make students understand as to why countries and firms do international trade with each other and what the pattern of trade is. Further it will discuss what policies are available with countries to protect their interests and how international trade is related to income distribution, poverty and other development parameters of the economy.

Contents

Module-1

International Economics as a distinct branch of Economics, Its Nature and Scope

Module-2

Theories of International Trade: Inter-regional and international trade, Trade Theories- Ricardian Theory of Comparative Advantage, Haberler's Opportunity Cost Theory, Factor Endowments and Heckscher - Ohlin Theory, Empirical Test of H-O Model- Leontief Paradox, Factor Intensity Reversal.

Module-3

Terms of Trade and Gains from Trade: Concepts of Terms of Trade, Factors affecting Terms of Trade, Prebisch - Singer Thesis, Gains from Trade- Meaning, Offer Curves, Distribution of gains from trade in terms of Offer Curves, Trade as an Engine of Growth.

Module-4

International Trade Policy: Free Trade and Protection- Arguments for and against Free Trade and Protection, Tariffs- Classifications of Tariffs, Effects of Tariffs- Partial Equilibrium analysis, Concept of Optimum Tariff and Retaliation, Quotas-Types, Effects, Tariffs versus Quotas.

Module-5

Economic Integration: Forms of Economic Integration, Customs Union- Partial Equilibrium Analysis of Customs Union – Trade Creation and Trade Diversion (concepts only).

Suggested Reading:

1. Dominick Salvatore, *International Economics, Trade and Finance*, Wiley India, 10th edition, 2010
2. Francis Cherunilam, *International Economics*, Tata McGraw- Hill, 2008
3. K. C. Rana and K. N. Verma, *International Economics*, Vishal Publishing Company, 2008

GM002 EXPORT AND IMPORT PROCEDURES & DOCUMENTATION

Objective:

This course is aimed to make students understand the different operations involved in foreign trade and to provide knowledge of procedure and documentation formalities, practices and regulations governing such trade. The course will also provide better understanding and appreciation of the important facets of the Export - Import policy of India.

Contents

Module-1

Export documentation, Foreign exchange regulations, Quality control and pre-shipment inspection, Export trade control, Marine insurance, commercial practices.

Module-2

Export Procedures: Central Excise clearance, Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Export Credit, Export Credit Guarantees and Policies, Export promotion schemes

Module-3

Importing Procedure: Import clearance, Import licensing policy, Actual user licensing, Replenishment licensing/Import/Export passbook, Capital – Goods licensing /Export Houses/ Trading Houses.

Module-4

Special Issues: Export by post parcel and by Air, GSP Certificates of origin, Customs clearance of Import Cargo, Documents – prescribed by Importing countries, Standardized Export Documentation, Packing.

Module-5

Import Management in a Developing Economy: Foreign Exchange budgeting, Import procurement, methods, Import financing, Purchase contract, Import Canalization, Import under counter-trade, Monitoring and follow up of import contracts.

Suggested Reading:

1. C .Ramagopal , *Export Import Procedures- Documentation and Logistics*, New Age International,2006
2. Rai, UshaKiran, *Export - Import and Logistics Management*, PHI,2010
3. Jain Khushpat S, *Export Import Procedures and Documentation* , Himalaya Publishing House, sixth edition, 2010

GM003 INTERNATIONAL SHIPPING AND TRANSPORT

Objective:

This course will Provide up-to-date and in-depth knowledge of shipping and logistics vital to the continued development of the industry and develop capabilities among students to tackle complex multidisciplinary problems through covering a host of topics such as logistics, economics, finance, management, law, insurance, marketing, IT applications.

Contents

Module-1

International Shipping Organizations – Ship owners’ Organization, Intercargo, INTERTANKO, BIMCO, Brokers & Agents Organizations, The Institute of Chartered Ship Brokers, The Baltic Exchange, Ethics, FONASBA, FIAT A, United Nations Organizations, IMO,UNCTAT, ICC, IMB, The Corporations of Lloyds, Lloyds Agents, Classification Societies, Lloyds Register of Shipping, IACS, ITF.

Module-2

Dry Cargo Ships- Types of Ships - Safe Working Load - Self Trimming – Tweendeckers – Cargo Stowage - Cargo Gear - Air Draft – LASH Dry Cargo Ship Tonnages, Load lines, Dimensions and Cargoes - Tonnage-Displacement Tonnage-Deadweight-DWAT-DWCC-Plimsoll Lines-Grain Capacity-Bale Capacity-Types of Cargoes

Module-3

Transportation- Position of Transportation in Logistics and Supply chain management- Road, Rail, Ocean, Air, Transport Multi model transport- Containerization – CFS- ICDS –Selection of transportation mode – Transportation Network and Decision- Insurance aspects of logistics, port operations and transportation decisions.

Module-4

International Transport and Economic Development –Transportation and Commercial Geography – International Transport Costs - International Transport Supply and Demand - Location Analysis -Market Area Analysis - The Nature of International Transport Policy -The Policy Process - International Transport Planning - International Transport Safety and Security -Traffic Counts and Traffic Surveys - Cost / Benefit Analysis

Module-5

Transportation Routing Decisions Transit Operation Software - Benefits of Transportation Software Factors driving Transportation Costs - Categories of Transportation costs

Suggested Reading:

1. Asopa, V.N, *Shipping Management: Cases and Concepts*, Macmillan, New Delhi,1998
2. Desai, H.P, *Indian Shipping Perspectives*, Anupam Publications, Delhi,1988
3. Jean-Paul Rodrigue, Claude Comtois and Brian Slack, *The Geography of Transport Systems*, Routledge, 2nd edition, 2009

GM004 INTERNATIONAL ORGANISATIONS

Objective:

This course explores the institutional structures, political processes, and impact of international organizations within the larger context of world Trade. International organizations, both governmental and non-governmental, play an increasingly prominent role in efforts to resolve a wide range of global problems and are important elements in the current system of global governance.

Contents

Module-1

International Development Organizations (IDO) – Nature Scope and Functions – Government/Non governmental IDOs (UNESCO, UNIDO, DFID, UNAID, IMF, UNDP, DEEP) – IDOs & Specific Development Areas (health, Education, HIV & AIDS, Disability, Rights and Empowerment, Women Empowerment, Child Rights, Environment, Energy, Energy Conservation, etc...) – Legal political factors.

Module-2

Assistance and Funding to IDOs: Prerequisites, Regulations and Formalities, to avail funding to IDOs – International aid flows – ILO, UNESCO, UNDP, UNESCAPE, UN-HABITAT, UNAID, USAID, DFID and other international NGOs

Module-3

Evaluation of performance based on parameters such as : Economic Planning – Logical framework – Financial and Economic analysis – Process of Documentation – Social Audit – Monitoring and Evaluation – Accountability – Estimation of welfare, Poverty Inadequacy – Economic Growth – Ethical and Social Issues.

Module-4

Cooperation & Collaboration: Role of Nations' Policies – Role of International Government Organizations, NGOs, INGOs, & MNCs.

Module-5

Functional Strategies: In specific Issues pertaining to HR, Marketing, Management and Finance – Case studies

Suggested Reading:

1. Clive Archer, *International Organizations*, Routledge, 2002
2. Ian Hurd, *International Organizations, Politics, Law, Practice*, Cambridge University press, 2010
3. Kelly-Kate S. Pease, *International Organizations*, Pearson, fifth ed, 2011

GM005 INTELLECTUAL PROPERTY RIGHTS

Objective:

The course is aimed to disseminate information on national and international IPR issues to students for creating IPR consciousness and to familiarize the learners about the documentation and administrative procedures relating to IPR in India.

Contents

Module-1

Intellectual property background – economic value-motivation-emerging issues- IPR governance – IP system institutions WIPO,WTO-Drivers of IP management-IP value chain – Frameworks – Development - Market watch – IP exchange and protection – IP strategies – Ever greening – out licensing – Exclusive control – Switching barriers – Commercialization.

Module-2

Indian IPR scenario – Patents – Trademarks – Copyrights – Designs – Legal use of IP – Global vs Indian IPR landscape – Indian patent Act 1970 - Opposition – Compulsory license – patents for software – patent Co-operation Treaty – Trademarks registration in India - Indian copyright Act 1957- Information Technology Copyrights.

Module-3

Trade secret – under TRIPs – Types Trade secret protection in India – Evaluation of Trade secrets – guarding trade secrets – Lawsuit and protection strategy - Protection of industrial design - Geographical indications Geographical indications Act 1999 – Protection of Geographical indications on international level .

Module-4

Protection of plant varieties and formers' rights (PPVFRA 2001) Salient features – Plant grouping and types. Stakeholders' rights – Central and State Government rights compulsory licensing – Control over seed production – International convention – Biodiversity – Traditional knowledge – Traditional cultural expressions

Module-5

IPR in Cyber space – Packets for digital technologies - Software patents - Enforcement of rights, Copyrights in digital space – IT Act 2000 – Tampering, Hacking, Publishing unacceptable information - IPR in pharma sector– Pharmaceutical patents – Dunkel proposal – New patent act known substance – parallel imports -IP licensing –Types of licensing Agreements – Technology Licensing – Joint Venture licensing – franchise of trade mark license – copyright license, Contractual agreements – IP Insurance – Scope of protection – Insurance products – Asset valuation and Audit – IPR securitization – Transfer of IP assets – Future of IPR.

Suggested Reading:

1. Vinod. V. Sople, *Managing Intellectual Property*, Prentice Hall India, 2006.
2. N K Acharya, *Text Book on Intellectual Property Rights*, Jain publishers, fifth edition, 2012
3. Prabuddha Ganguli, *Intellectual Property Rights*, McGraw hill, 2008

GM006 GLOBAL ENTRY STRATEGIES AND MARKETING

Objective:

This course will help the students in understanding strategic orientation needed in global marketing. The course deals directly with issues facing today's global marketing managers provides with the competitive orientation and strategies necessary for initial market entry, market expansion, and global rationalization.

Contents

Module-1

The Trend towards Globalization, First Steps to Globalization, Phases in the Evolution of Global Marketing Strategy, Defining Global Competitive Advantage

Module-2

Information for International Marketing Decisions, International Marketing Information System and Research, Understanding Global Consumers, Cultural Dynamics in assessing Global markets

Module-3

Market Selection Decisions: Timing & Sequencing of Entry, Modes of Entry into Global Markets, Establishing Local Market Expansion Objectives, Product Positioning & Segmentation.

Module-4

Implementing Market Expansion Strategies, Global Rationalization, Charting Direction in Global Markets,

Module-5

Developing Global Competitive Strategy, Developing the Corporate Infrastructure for Global Implementation

Suggested Reading:

1. Susan Douglas and C. Samuel Craig, *Global Marketing Strategy*, McGraw Hill, 2007
2. Masaaki (Mike) Kotabe, *Global Marketing Management*, John Wiley and Sons Ltd, 5th Edition, 2010
3. Christoph Lymbersky, *Market Entry Strategies: Text, Cases and Readings in Market Entry Management*, 2008

GM007 ENTREPRENEURSHIP AND FAMILY BUSINESS MANAGEMENT

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.