

Jankidevi Bajaj Institute of Management Studies
SNDT Women's University, Mumbai
Revised Syllabus (Effective from AY 2018-19)

Name of the Course : **Master of Management Studies (MMS)**
Duration : **2 years**
Number of Semesters : **4**
Total Number of
Papers in 4 Semesters : **31**
Total Credits : **120**
Structure : **As given below**

Programme Outcomes:

- The objective of the programme is to provide the student with opportunities to pursue a career in industry or entrepreneurship, acquiring knowledge, skills and attitudes that give a strong foundation for holding competent and responsible executive positions.
- The curriculum has been designed to enable the student to develop a thorough knowledge of the basic concepts and techniques of modern management.
- It aims to enable the student to develop analytical, decision-making and managerial skills and also offers facility for specializing in a chosen area of interest to the student.
- The core curriculum is designed to give students an in-depth mastery of the academic disciplines and applied functional areas necessary to every business leader's success.
- It emphasizes the need for the students to understand the importance of Indian Ethos and value system, exposure to social sector and current local as well as global needs of business by way of incorporating related courses in its programme.

SCHEME: Semester I

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1.	1001	Managerial Economics	2	4	2	2	50	50	--	100
2.	1002	Business Communication	1	2	1	--	--	50	--	50
3.	1003	Financial Reporting, Statements and Analysis	2	4	2	2	50	50	--	100
4.	1004	Marketing Management	2	4	2	2	50	50	--	100
5.	1005	Computer Applications for Business	2	4	2	2	50	50	--	100
6.	1006	Managerial Skills for Effectiveness	2	4	2	2	50	50	--	100
7.	1007	Organizational Behavior	2	4	2	2	50	50	--	100
8.	1008	Business Statistics and Analytics for Decision Making	2	4	2	2	50	50	--	100

			15	30	15	14	350	400		750
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SCHEME: Semester II

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1	2001	Indian Economy and Policy	2	4	2	2	50	50	--	100
2.	2002	Legal and Business Environment	2	2	--	2	50	--	--	50
3.	2003	Corporate Finance	2	4	2	2	50	50	--	100
4.	2004	Business Research Methodology	2	4	2	2	50	50	--	100
5.	2005	Operations Management	2	4	2	2	50	50	--	100
6.	2006	Project Management	2	4	2	2	50	50	--	100
7.	2007	Human Resource Management	2	4	2	2	50	50	--	100
8.	2008	Quantitative Techniques	2	4	2	2	50	50	--	100
			16	30	14	16	400	350		750

SCHEME: Semester III

Core Papers

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1	3001	Indian Ethos, Business Ethics and Corporate Social Responsibility and Sustainability	2	4	2	2	50	50	--	100
2.	3002	Entrepreneurship and Sectoral Specialisation	2	4	2	2		50+50	--	100
3.	3003	Summer Internship		6		-		100	--	100
			4	14		4	50	250		300

Specialization Papers

(A) Finance

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1	3104	Cost and Management Accounting	2	4	2	2	50	50	--	100
2.	3105	Financial Markets and Services	2	4	2	2	50	50	--	100
3.	3106	Managing Banks and Financial Institutions	2	4	2	2	50	50	--	100
4.	3107	Project Appraisal and Finance	2	4	2	2	50	50	--	100
5.	3108	Investment Analysis and Portfolio Management	2	4	2	2	50	50	--	100
			10	20	10	10	250	250		500

(B) HR

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1	3204	Organization Design	2	4	2	2	50	50	--	100
2.	3205	Human Resource Development	2	4	2	2	50	50	--	100
3.	3206	Employee Relations	2	4	2	2	50	50	--	100
4.	3207	Human Resource Metrics and Analytics	2	4	2	2	50	50	--	100
5.	3208	Compensation and Benefits Management and Performance Management Systems	2	4	2	2	50	50	--	100
			10	20	10	10	250	250		500

(C) Marketing

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
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1	3304	Integrated Marketing Communication	2	4	2	2	50	50	--	100
2.	3305	Product and Brand Management	2	4	2	2	50	50	--	100
3.	3306	Services Marketing	2	4	2	2	50	50	--	100
4.	3307	Retail Management	2	4	2	2	50	50	--	100
5.	3308	Digital and Social Media Marketing	2	4	2	2	50	50	--	100
			10	20	10	10	250	250		500

(D) Operations

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1	3404	Supply Chain and Logistics Management	2	4	2	2	50	50	--	100
2.	3405	Quality Toolkit for Managers	2	4	2	2	50	50	--	100
3.	3406	Pricing and Revenue Management	2	4	2	2	50	50	--	100
4.	3407	Operations Strategy	2	4	2	2	50	50	--	100
5.	3408	Sales and Operations Planning	2	4	2	2	50	50	--	100
		Total	10	20	10	10	250	250		500

(E) Systems

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1	3504	Database Management System and Data warehouse	2	4	2	2	50	50	--	100
2.	3505	Managing Software Project and Information System Security, Enterprise Risk and Cyber Laws	2	4	2	2	50	50	--	100
3.	3506	Enterprise Management Systems	2	4	2	2	50	50	--	100
4.	3507	E-Commerce and Digital Markets	2	4	2	2	50	50	--	100
5.	3508	Technology Forecasting	2	4	2	2	50	50	--	100
		Total	10	20	10	10	250	250		500

Sectoral Specialization (Code - 3002)

Semester – III

*** A student can choose any one of the following:**

	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1.	Agency and Broking		2				50	--	50
2.	Any other sector of Interest to the students with specific approval of the Institute		2				50	--	50
3.	BPO and KPO		2				50	--	50
4.	Digital Marketing		2				50	--	50
5.	Education Management		2				50	--	50
6.	Food Processing		2				50	--	50
7.	Health and Wellness Management		2				50	--	50
8.	Horticulture		2				50	--	50
9.	Hospitality Management		2				50	--	50
10.	Insurance		2				50	--	50
11.	Investment Banking		2				50	--	50
12.	Logistics and Supply Chain Management		2				50	--	50
13.	Management of Family Business		2				50	--	50
14.	Mutual Funds		2				50	--	50
15.	Pharma Management		2				50	--	50
16.	Retail and Shopping Mall Management		2				50	--	50
17.	Technology Management		2				50	--	50

SCHEME: Semester IV

Core Papers

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1	4001	Corporate Strategy	2	4	2	2	50	50	--	100
			2	4	2	2	50	50		100

Specialization Papers

(A) Finance

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1	4102	Mergers, Acquisitions ,Corporate Restructuring and Valuation	2	4	2	2	50	50	--	100
2.	4103	Financial Derivatives	2	4	2	2	50	50	--	100
3.	4104	International Finance	2	4	2	2	50	50	--	100
4.	4105	Taxation	2	4	2	2	50	50	--	100
5.	4106	Behavioral Finance	1	2	1	2	25	25	--	50
6.	4107	Research Project (Year Long Project)#		4			50	50	--	100
			9	22	9	10	275	275		550

(B) HR

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1	4202	Organization Change and Development	2	4	2	2	50	50	--	100
2.	4203	Team Dynamics and Behavioral Dynamics	2	4	2	2	50	50	--	100
3.	4204	Strategic HRM	2	4	2	2	50	50	--	100
4.	4205	International HRM	2	4	2	2	50	50	--	100
5.	4206	Talent Management	1	2	1	2	25	25	--	50
6.	4207	Research Project (Year Long Project) #		4			50	50	--	100
			9	22	9	10	275	275		550

(C) Marketing

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1	4302	Sales and Distribution Management	2	4	2	2	50	50	--	100
2.	4303	Consumer Behaviour & Advanced Marketing Research	2	4	2	2	50	50	--	100
3.	4304	B2B Marketing	2	4	2	2	50	50	--	100
4.	4305	International Marketing	2	4	2	2	50	50	--	100
5.	4306	Marketing to base of Pyramid consumers	1	2	1	2	25	25	--	50
6.	4307	Research Project (Year Long Project) #		4			50	50	--	100
			9	22	9	10	275	275		550

(D) Operations Management

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1	4402	Behavioral Operations Management	2	4	2	2	50	50	--	100
2.	4403	Operations Research Applications	2	4	2	2	50	50	--	100

3.	4404	Sourcing Management:	2	4	2	2	50	50	--	100
4.	4405	Supply Chain Analytics	2	4	2	2	50	50	--	100
5.	4406	Management of Manufacturing Systems	1	2	1	2	25	25	--	50
6.	4407	Research Project (Year Long Project) #		4			50	50	--	100
			9	22	9	10	275	275		550

(E) Systems

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1.	4502	Big Data and Data Mining	2	4	2	2	50	50	--	100
2.	4503	IT Consulting	2	4	2	2	50	50	--	100
3.	4504	Strategic Information Technology Management	2	4	2	2	50	50	--	100
4.	4505	Artificial Intelligence for Business and Data Science using R	2	4	2	2	50	50	--	100
5.	4506	Managing Digital Platforms and IT Resource Management	1	2	1	2	25	25	--	50
6.	4507	Research Project (Year Long Project) #		4			50	50	--	100
			9	22	9	10	275	275		550

Research Project can be of Interdisciplinary nature also.

Semester: I

Paper No: 1

Course code: 1001

Paper: Managerial Economics

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand tools and techniques of managerial economics to enable them to appreciate its relevance in decision making; understand how microeconomics affect the business strategy of companies and develop economic way of thinking in dealing with practical business problems and challenges.

Learning Outcome:

This course will enable the student to

- understand the concepts and principles of microeconomics, impacting the household, firms and the markets
- analyse cost, revenue and profit implications across various types of markets
- evaluate the demand, determinants of demand and demand forecasting techniques

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction: Nature and Scope of Managerial Economics; Micro and macro-economics; Positive versus normative economics; Circular-flow diagram; How the economy works as a whole	04	25
	2.	The market forces of supply and demand: Market demand versus individual demand; Demand schedule and demand curve; Determinants of demand/demand function; Law of demand, Exceptions to the Law of Demand; Expansion & contraction; Increase & decrease in demand; Supply and demand – equilibrium	06	
II	3.	Demand Forecasting: Importance of Demand Forecasting; Techniques of Demand Forecasting	05	25
	4.	Elasticity and its application: The elasticity of demand; Types of Elasticity of Demand; Using Elasticity in Managerial Decision Making	05	
III	5.	Production Analysis: Factors of production; Theory of production; Production function; Short run and long run production function; Law of variable proportion; Isoquant and Iso-cost line; Optimal factor combinations; Returns to scale; Economics and Diseconomies of scale	05	25
	6.	Cost Analysis: Short run and Long run cost; Various measures of cost- FC, VC, AC, MC; Cost curves & their shapes	05	
IV	7.	Market Structure and Pricing Practices: Perfect competition, its characteristics; Short run and Long run equilibrium of a perfectly competitive firm Monopoly, its characteristics; Short run and Long run equilibrium under monopoly; Price Discrimination by a monopolist Monopolistic competition, its Characteristics; Individual equilibrium and Group equilibrium Oligopoly, its characteristics; Game theory.	10	25
Total			40	100

Reference Books:

Ahuja, H.L., Managerial economics (8th ed.). New Delhi: S.Chand, 2011

Damodaran, S, Managerial Economics (2nd ed.). New Delhi: Oxford University Press, 2010

Dwiwedi, D.N. Micro Economics: Theory & Applications (2nded.). New Delhi: Pearson Education. 2011

Greenlaw,S&Taylor,M. Principles of Microeconomics. OpenStax (2018)

Mankiw, G. Economics: Principles & Applications (6thed.). New Delhi: Cengage Learning. 2012

Salvatore, D., &Srivastava, R. Managerial Economics: Principles and Worldwide Applications (7thed.). New Delhi: Oxford University Press. 2012

Thomas,C.R&Maurice,C.S.Managerial Economics (10thed.). New Delhi: McGraw Hill.2014

Semester: I

Paper No: 2

Course code: 1002

Paper: Business Communication

Marks: 50

Credits: 2

Semester End Examination: Nil

Continuous Internal Evaluation: 50 Marks

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to improve their oral and written communication skills, reading and listening skills, and write effective reports and proposals and make effective presentations.

Learning Outcome:

This course will enable the student to

- understand the basics of communication
- improve their communication skills
- make effective presentations

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
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I	1.	Introduction and Communication Basics - Process of Communication - Communication in Organization - Nature, Function and Scope. Barriers to effective communication Management of written and oral communication	06	25
	2.	Just-A-Minute Presentation - Overcoming Glossophobia	04	
II	3.	Presentation–1 (Planning & Preparing) Presentation–2 (Visual Aids) Presentation–3 (Delivery) Graded Team Presentations-Group 1-Graded Team Presentations-Group 2-Reading, listening & Questioning	10	25
III	4.	Writing Business Communication-Writing Reports, Proposals, Emails, Summaries Graded Individual Presentations- Presentation feedback, Bios and Resumes	10	25
IV	5.	Communication technology and its impact on office procedures and automation.	10	25
Total			40	100

Reference Books:

Sharma, R. C. & Krishna Mohan. Business Correspondence and Report Writing: Third Edition. New Delhi: Tata McGraw-Hill Publishing company Limited, 2007.

Hasson, Gill. Brilliant Communication Skills. Great Britain: Pearson Education, 2012.

Lesikar, Raymond V., & John D. Pettit, Jr. Report Writing for Business: Tenth Edition. Delhi: McGraw-Hill,

Semester: I

Paper No: 3

Course code: 1003

Paper: Financial Reporting, Statements and Analysis

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to prepare financial statements, analyse them using various tools and use them for managerial decision making in the areas of finance and investment.

Learning Outcome:

This course will enable the student to

- understand the accounting mechanics and process involved in preparing the financial statements
- analyse the accounting statements of companies and prepare comparative study of the financial strength of different firms
- distinguish and appreciate the importance of internal and external audit

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Financial Accounting-Scope and Importance, Users of accounting statements, Accounting Principles, Concepts and Conventions	10	25
	2.	Accounting Process: Basic Records; Understanding of Transactions and related documents		
II	3.	Preparation of Financial Statements	10	25
III	4.	Financial Reporting, Reporting Practices - Mandatory Accounting Standards - Overview of External and Internal Audit	10	25
IV	5.	Analysis of Financial Statements with managerial perspective: Ratio Analysis, Cash Flow/Fund Flow Analysis	10	25
		Total	40	100

Reference Books:

Bhattacharya S.K., Accounting for Management: Text and Cases, Vikas Publishing, 2009

Earl K. Stice, James D. Stice, Financial Accounting: Reporting and Analysis, Thomson South-Western, 2007

Godwin, Alderman, Sanyal, Financial ACCT, Cengage Learning, 2012

Harsolekar Dinesh, Financial Accounting for Management: Text and Cases, Edu-Tech Publishing Co, 2013

Ramachandran. N and Ram Kumar Kakani, Financial Accounting for Management, Tata McGraw-Hill, 2005

Semester: I

Paper No: 4

Course code: 1004

Paper: Marketing Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to identify core concepts of marketing and the role of marketing in business and society; explore appropriate measures to operate effectively in local and global settings and develop marketing strategies based on product, price, place and promotion objectives

Learning Outcome:

This course will enable the student to

- understand the marketing concepts and practices in consumer and business markets
- evaluate marketing mix adopted by organizations
- develop analytical skills, and acumen for designing marketing plans.
- design marketing strategies for organizations

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction: Importance and Scope of Marketing; Fundamental marketing concepts; Change in marketing management in recent years; Understanding Marketing as Creating, Communicating, and Delivering Value	10	25
	2.	Identifying And Selecting Markets: Consumer Markets and Buying Behavior; Business Markets and Buying Behavior; Market Segmentation, Targeting and Positioning; Concept of Marketing Mix; Marketing Research and Market Information		
II	3.	Designing Value: Setting Product Strategy; Designing and Managing Services; New-Product Development and Product Life-Cycle Strategies; Pricing Considerations and Strategies.	10	25

III	4.	Delivering Value: Designing and Managing Integrated Marketing Channels; Managing Retailing, Wholesaling, and Logistics.	10	25
	5.	Communicating Value: Designing and Managing Integrated Marketing Communications; Advertising, Sales Promotion, and Public Relations; Personal Selling and Direct Marketing.		
IV	6.	Managing The Marketing Effort: Strategic Marketing Planning; Marketing Implementation and Evaluation; Competitive Dynamics.	10	25
		Total	40	100

Reference Books:

Etzel, M., Walker, B, Stanton, W., & Pandit, A..Marketing,(14thed). New Delhi: McGraw Hill Education, 2009

Kotler, P., Keller, K, Koshy, A., & Jha, M. Marketing Management: A South Asian Perspective (14thed). New Delhi: Pearson Education. 2013

Lamb; Hair; Sharma & McDaniel. MKTG, 1/e (1sted). New Delhi: Cengage Learning, India 2009

Ramaswami & Namakumari. Marketing Management: Global Perspective Indian Context (4thed). New Delhi: Macmillan (India) Limited. 2013

Saxena, R. Marketing Management (5thed). New Delhi: McGraw Hill Education, 2016

Semester: I

Paper No: 5

Course Code: 1005

Paper: Computer Applications for Business

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to use office productivity improvement tools effectively and apply information technology solutions to make faster managerial decisions and also update on the emerging technologies.

Learning Outcome:

This course will enable the student to

- understand the concepts of information technology applied in the areas of management
- appreciate the use of Information Technology in an organization
- learn to apply IT solutions for faster business decision-making
- use office productivity improvement tools such as word processing, spreadsheets, business presentations and databases

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Evolution of IT and IT building blocks: <ul style="list-style-type: none">- Historical Perspective of Computer and Information Technology; How a Computer works – Hardware and Software components and their characteristics from a user/buyer’s perspective;- Basics of networking (LAN/ WAN/ MAN) and various means to access internet (Dial-up, leased, DSL, VSAT, wireless) from a buyer’s perspective- Basics of Internet – how internet works; Familiarity with various components of the internet; Browser, Web Server, DNS Server, Search Engines; Applications of Internet – Websites, Blogs, email, FTP, Voice over Internet	02	25
	2.	MS Word <ul style="list-style-type: none">- Usage of Word processing- Applications in documentation preparation and making reports, mail merge, preparation of questionnaires, presentations, tables and graphs, drawings.	08	
II	3	Power point Presentation	02	25
	4.	Advanced spreadsheet functions: <ul style="list-style-type: none">- Usage of spreadsheet – Basic tables and charts- Formulas (e.g. add, subtract, multiply, divide) – application in creating budget sheets- Functions (e.g. average, sum, date-time, etc) – application in student averages- Conditional logic (e.g. if, countif, sumif) - application- Analysing scenarios, sensitivity analysis- Creating pivot tables- Lookup functions (e.g. VLookup functions in Excel)	08	
III	5.	Introduction to databases: <ul style="list-style-type: none">- Concept, characteristics, objectives- Spreadsheetsvs Databases- Advantages & limitations- Entity, attribute, schema, subschema	02	25
	6.	<ul style="list-style-type: none">- Application to analyse survey results of a marketing campaign using a database tool such as MS Access- Project Management, e.g. MS Project for defining tasks, start/ end dates, identifying critical tasks, etc.	08	

IV	7.	E-commerce and its impact on organization	05	25
	8.	Emerging technologies, concepts and the organization of future - Social Media & Its Impact – Sentiment Analysis - Cloud computing – Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service - Mobile computing - Big Data & Analytics – Volume, Variety and Velocity of data - Internet of Things, Machine-2-Machine	05	
		Total	40	100

Reference Books:

Basandra, Suresh. K, Computers Today, Galgotia Publications, 2002

Behl Ramesh, Information Technology for Management (2nd Edn.), McGraw Hill, 2012

Kenneth C. Laudon, Carol GuericioTraveler, E-Commerce-business – technology - Society, Pearson Education, 2003

Turban Efraim and Volonino Linda, Information Technology for Management (7th Edn.), Wiley India, 2012.

Semester: I

Paper No: 6

Course Code: 1006

Paper: Managerial Skills for Effectiveness

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to describe, analyse and evaluate the environmental, social, cultural, economic, legal and organizational aspects in the current businesses scenario by acquiring the knowledge and relevant skills like analytical, leadership, communication, problem solving and decision making with building the ethical and business centric attitude.

Learning Outcome:

This course will enable the student to

- understand the basic principles of a management and evolution of management philosophy, and management thought
- appreciate the management processes such as planning, organizing, motivating and controlling
- acquire the ability to apply general management principles in practical situations
- develop the skills for managing work and organization

Course Contents:

Module	unit No.	Topic	Contact Hours	Weight age (%)
I	1.	Management: Concepts, evolution of management philosophy, definition, principles of management, functions of management, Managerial roles, Role of management techniques in modern industry and Its evolution in India.	10	25
	2.	Planning: Planning process: goals, objectives, standards and MBO, types of planning -policies, processes, methods, Concepts, types and process of decision making. Risk and uncertainty, Managerial skills- Budgeting, Time management, Goal setting, Problem solving, presentation skills, Communication skills, Managing meetings		
II	3.	Organizing: Organization as a structure, formal and informal organization, line, staff and functional authority–Centralization Vs. decentralization, delegation of authority, chain of command; span of management, authority, responsibility, and accountability, types of organizational structures, bases of departmentation	10	25
	4.	Organizational Culture: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge resource. Managerial skills--Assessing culture, interaction across business functions, collaboration, networkingskills,		
III	5.	Leading: Motivating employees- motivation theories, current issues, Leadership- Theories, issues, styles, Understanding leadership challenges and strategies, techniques of communication and co-ordination. Motivating Indian workforce,	10	25
	6.	Managerial skills--team management, mentoring, Negotiation & Assertiveness skills, creating teams, Delegating, designing motivating jobs, developing trust, providing feedback		
IV	7.	Controlling: Concept of Managerial control, Definition, importance, process, types, contingency factors, contemporary issues, Effective control system, Controlling organizational performance, Operations Management and value chain management	10	25
	8.	Management audit, social audit, coordination of all controls in the organization. Managerial skills-Acquiring power, Active listening, Disciplining		
Total			40	100

Reference Books:

Jackson Helbrigel, Slocum, *Management – A Competency based approach*, Thomson South - Western, 2007

Koontz Harold, *Essentials of Management an International and Leadership Perspective*, Tata McGraw Hill Education, 2012

Koontz Harold and Cyril O'Donnell, *Essentials of Management*, Tata McGraw Hill, 2000

Stephen Robbins, Coulter Mary, *Principles of Management*, Pearson Education, 2008

Stoner, Freeman and Gilbert, *Management*, Prentice Hall India, 1995

Supplementary reading:

The Frontiers of Management by Peter Drucker, Harvard Business Review Press.

Technology, Management and Society by Peter Drucker, Harvard Business Review

The Drucker Lectures: Essential Lessons on Management

Website-<http://www.druckerinstitute.com/link/about-peter-drucker/>

Semester: I

Paper No: 7

Course Code: 1007

Paper: Organizational Behaviour

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to describe, analyse and evaluate the individual and group behaviour, organization's culture, and systems impacting behaviours of employees in the organizational settings in the current businesses by acquiring the knowledge and relevant skills for the same with human centric values and attitude.

Learning Outcome:

This course will enable the student to

- understand the main theories of Organizational Behavior
- analyze how these theories can help understand contemporary organizational issues
- apply theories to practical problems in organizations in a critical manner

- evaluate organizational practices and their impact on work behaviors, attitudes and performance

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction-Understanding Organizational Behaviour, Concept, Challenges and Opportunities of Organizational Behaviour- Basic Model of Organizational Behavior	10	25
	2.	Individual Behaviour- Biographical characteristics, Ability, Learning, Personality and emotions, Perception, Individual decision making, attitude and values, Job satisfaction –employee performance		
II	3.	Basic motivation concepts and its application- MBO, employee recognition program, employee involvement program, variable pay program, Special issues in motivation	10	25
	4.	Foundations of Group Behaviour: Nature and Types of Groups; Stages of Group Development; Group member resources, Group Structure; Group Tasks and Processes; Communication in groups. Group decision making, Work Teams- Teams Vs. Groups, creating effective teams, issues in managing teams		
III	5.	Conflict, Negotiations and Intergroup Behaviour: Sources of Conflict, Classification of Conflict, Conflict Process; Negotiations – Process & Issues; Intergroup Relations.	10	25
	6.	Leadership –applying theories, Leadership styles and effectiveness. Trust and leadership, Power and Politics: Definition and Bases of Power; Power tactics, Organizational Politics; Ethics and Ethical behavior in Organizations.		
IV	7.	Organization Structure, Common organizational designs and new options, why structures differ. Organizational Culture, creating and sustaining culture, How employees learn culture	10	25
	8.	Organizational Change - Forces for Change; the Change Process; What can be changed, Resistance to change, Managing organizational change, Current change issues, Work stress and stress management		

		Total	40	100
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Reference Books:

Luthans Fred: Organizational Behaviour, McGraw Hill, 2011

Nelson, Debra L and James C: Organizational Behaviour, Cengage Learning India Pvt. Ltd.,2010

PareekUdai: Understanding Organizational Behaviour, Oxford University Press, 2010

Robbins Stephen: Organizational Behaviour, Prentice Hall of India, 2010

Singh B. P. and Chhabra T. N: Organization Theory and Behaviour, DhanpatRai and Co.(p) Ltd., 2012

Journals

Organizational Behavior and Human Decision processes

Journal of Organizational Behavior

Journal of Human Values

International Studies of Management & Organization

Websites

<http://papers.ssrn.com>

<http://www.nwlink.com/~donclark/leader/leadob.html>

Semester: I

Paper No: 8

Course code: 1008

Paper: Business Statistics and Analytics for Decision Making

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to analyse and solve various business related problems by using various mathematical techniques and statistical tools and apply these techniques in effective decision making.

Learning Outcome:

This course will enable the student to

- understand the importance and scope of mathematics and statistics from the point of view of application to business
- apply mathematical and statistical techniques in business decision making

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Applications of Matrix algebra: Markov's Brand Switching Model National Income model, Prices under market equilibrium for two or more commodities	10	25
	2.	Applications of Differential calculus: Elasticity of demand, Marginal function concept, Optimization of economic functions such as total cost, total profit, total utility etc.		
II	3.	Applications of Integral Calculus: Total function from Marginal function, Producer's Risk, Consumer's Risk, Learning curve	10	25
	4.	Probability		
III	5.	Random variables and distribution concept Use of random variable and concept of conditional Averages in decision making such as newspaper boys problem Use of Bayes' theorem in decision making	10	25
	6.	Probability distributions: Binomial, Asset pricing model using binomial distribution, Poisson, Normal, Negative binomial, Hyper geometric, Geometric		
	7.	Estimation: Point estimation, Interval estimation of mean, proportion, difference of mean, variance		
IV	8.	Hypothesis testing, Use of Chi Square distribution, Independence of attributes, Testing goodness of fit	10	25
	9.	Applications of t distribution Value of population mean, equality of population means, dependent and independent samples		
	10.	Applications of z distribution Value of population mean, equality of population means, value of population proportion and equality of population proportion	10	100
	11.	Analysis of variance: one way and two way Checking for the significantly different treatment		
Total			40	100

Reference Books:

R.S.Soni, Essential of Business Mathematics and Business Statistics, Ane Books Pvt. Ltd., 2009

G.S.Monga, Mathematics and Statistics for Economics, Vikas Publications, 2007

Mizrahi and Sullivan, Mathematics: An Applied Approach, Wiley, 2000

Semester: II

Paper No: 1

Course code: 2001

Paper: Indian Economy and Policy**Marks: 100 (Internal 50 + External 50)****Credits: 4****Semester End Examination: 50 Marks****Continuous Internal Evaluation: 50 Marks****Duration of the Exam: 2 hours****Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to analyse the impact of economic policies on the business and relate micro and macro environmental forces and their impact on the Indian economy in effective decision making.

Learning Outcome:

The student will be able to

- understand the role of economy specific to India
- analyse the impact of economic policies on the business

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	National Income, Savings and Investment	05	25
	2.	Development and Planning, and the role of Planning Commission	05	
II	3.	Agriculture; Rural development sector including microfinance, NBFCs	05	25
	4.	Industrial Policy	05	
III	5.	Public and Private Sectors, MSME sectors	03	25
	6.	Infrastructure Development Industrial labour	03	
	7.	Banking trends – KYC norms. Technologies – ATMs, Core banking	04	
IV	8.	Role of FIs, and Financial Markets	10	25
	9.	Monetary policy, Fiscal Policy: Objectives and Trends		
	10.	Centre – State financial relationship		
Total			40	100

Reference Books:

K. P. M. Sundharam, GauravDatt, AshwaniMahajan, Indian Economy, S. Chand, 2013

N Gregory Mankiw, Economics: Principles & Applications, CengageLearning, 2012

Errol D'Souza, Macroeconomics, Pearson Education, 2012

H.L Ahuja, Macroeconomics - Theory and Policy, Sultan Chand, 2012

Semester: II

Paper No: 2

Course code: 2002

Paper: Legal and Business Environment

Marks: 50

Credits: 2

Semester End Examination: 50 Marks

Continuous Internal Evaluation: Nil

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will become aware of the different legal aspects of business and the various legal matters that they will confront in the corporate and business environment

Learning Outcome:

This course will enable the student to

- understand legal matters that they will be exposed in their business and professional life
- understand legal aspects of companies

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction to Law: Nature of law; law and ethics; law and morality; legal systems; bodies of law.	10	25
	2.	Sources of Law: Constitutional law; statutory law; delegated legislation; judicial precedents; treaties; and customs		
II	3.	Indian Contract Act	10	25
III	4.	Sale of Goods Act	10	25

	5.	Negotiable Instruments Act		
III	6.	Competition Law: Anti-competitive agreements; abuse of dominance; and anti-competitive mergers	10	25
	7.	Overview of Company Law: Features of companies; types of companies; formation of companies, dividends, debentures, directors and meetings		
		Total	40	100

Reference Books:

Bare Acts

Aggarawal, Students Guide to Mercantile and Commercial Law, Taxman Publications, 2007

G.K.Kapoor, Business Law including Company Law, New Age International, 2008

P C Tulsian, Business Law, Tata McGrawHill, 2005

Semester: II

Paper No: 3

Course code: 2003

Paper: Corporate Finance

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to apply time value of money in valuation, use different criteria for investment decision making, analyse the impact of capital structure on the value of the firm and assess working capital requirements of the firm.

Learning Outcome:

This course will enable the student to

- apply the concept of time value of money in valuation of Stocks and Bonds
- analyze capital investments
- relate capital structure decisions of the firms on the value of the firm
- appreciate the role of cost of capital in capital investment decisions
- assess working capital requirements of a firm

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction to Financial Management	02	25
	2.	Time Value of Money and its Application	08	
II	3.	Capital Investment Analysis – Pay Back – Accounting Rate of Return, Discounted Payback, NPV, IRR, MIRR	10	25
III	4.	Capital Structure Theories – NOI Approach, NI Approach, MM Hypothesis – Capital Structure Decisions	10	25
	5.	Cost of Capital – Cost of debt, equity, preference shares, retained earnings, weighted average and marginal cost of capital		
IV	6.	Working capital management – Working Capital cycle - assessing working capital requirements – financing working capital requirements	10	25
Total			40	100

Reference Books:

Brigham Eugene, Financial Management: Theory and Practice, Cengage Learning, 2012

Copeland, Weston, Shastri, Financial Theory and Corporate Policy, Pearson Education, 2009

Pandey I.M., Financial Management, Vikas Publishing, 2009

Prasanna Chandra, Financial Management, Tata McGraw Hill, 2008

Semester: II

Paper No: 4

Course code: 2004

Paper: Business Research Methodology

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to define research problem pertaining to businesses, frame hypothesis, collect data and analyse them, suggest solutions to the problems based on analysis and write research reports

Learning Outcome:

This course will help the students to

- understand and develop insights about different methods of research, research methodology, and design aimed at solving business problems
- design and execute Research Projects

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction to Research: Nature and Scope of Business Research, The Role of Research in Management Decision Making, The Research Process, Basic Terminologies used in Research, Defining Research Problem, Research Objectives and Framing Hypothesis, Preparing a Research Plan	10	25
II	2.	Research Design Formulation: Research Design-Concept and types; Exploratory Research Design-Secondary data and Qualitative Research; Descriptive Research Design-Survey and Observation; Causal Research Design – Experimentation.	10	25
III	3.	Sources and Collection of Data: Secondary Data; Collection of Primary Data; Measurement and Scaling; Questionnaire and Form Design; Sampling: Design and Procedures; Fieldwork: Data Collection.	10	25
IV	4.	Presentation, Analysis and Interpretation of Data using analytical tools and software	10	25
	5.	Report writing, referencing and preparing bibliography		
	6.	Contemporary issues in Research such as ethics		
		Total	40	100

Reference Books:

Donald Cooper, Pamela Schindler, J K Sharma, Business Research Methods, McGraw Hill Education, India, 11th edition, 2012

Sachdeva J.K., Business Research Methodology, 3rd Edition, Himalaya Publishing, 2012

Thomas Edwards, Research Design & Statistics, McGraw Hill Education, India, 1st edition, 2012

T N Srivastava, ShailajaRego, Business Research Methodology, McGraw Hill Education, India, 1st edition, 2012

William Zikmund, BusinessResearch Methods, Cengage, 9th edition, 2012

Semester: II

Paper No: 5

Course code: 2005

Paper: Operations Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to analyze the importance of Operations Management and how it can provide a competitive advantage in the marketplace; experiment with the knowledge of the issues related to designing and managing Operations and the techniques to do so.

Learning Outcome:

This course will enable the student to

- understand the types of manufacturing systems
- appreciate the role of production and operations management functions in an organization
- compare production and operations management practices across various types of manufacturing systems
- evaluate the current operations management practices in organizations.

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction: Nature and Scope of Production and Operations Management; The production	04	25

		function– interface with other functional areas like marketing, finance, personnel, materials, service and business sectors. Difference between Manufacturing and service operations. Transformation Processes for manufacturing, service & hybrid organizations. Types of Manufacturing Systems and their impact.		
	2.	Plant Location: Importance of plant location & the location factors, Steps in choosing a plant location, Location Models and its applications	06	
II	3.	Plant layout: objectives of a good layout, principles of layout, factors influencing layouts, types of layouts – functional, line, static and cellular layouts, techniques of optimizing layouts, computerized layout models.	06	25
	4	Materials handling – objectives, principles and methods of efficient handling, Introduction to material handling equipment.	04	
III	5.	Production planning and control(PPC):Concept, Objectives of PPC;Role of PPC in Operations Management; Functions/Elements of PPC in detail, PPC in different Manufacturing Systems, Advantages & limitations of PPC function.	10	25
	6.	Resource Requirement Planning Systems: Introduction to MRP-I, MRP-II, ERP & SAP; Aggregate Planning and Master Production Schedule;MRP system structure; Performing the MRP Calculations(Logic of the MRP computer Program)		
IV	7.	Reliability, maintenance and plant services – objectives, types of maintenance – breakdown and preventive maintenance, safety. Emerging trends – Just – in time manufacturing, robotics, Supply chain Management.	10	25
		Total	40	100

Reference Books:

Ashwathappa, Bhat, Production and Operations Management, Macmillan (India) Limited, New Delhi, 2nd edition, 2012

Chary S., Production and Operations Management, McGraw Hill Education, India, 5th edition, 2012

Chase, Jacobs, Aquilano, Agarwal, Operations Management, McGraw Hill Education, India, 11th edition, 2012

Krajewsk J. Lee, Larry P. Ritzman, Manoj K. Malhotra, Operations Management, Pearson Education, 9th edition, 2010

Semester: II

Paper No: 6

Course Code : 2006

Paper: Project Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to undertake project feasibility studies, identify projects, conduct project appraisal, execute various projects starting from project identification till project termination and apply various IT tools in order to execute projects efficiently.

Learning Outcome:

The student will be able to

- understand concepts of project management
- execute various projects, starting from project identification till project termination
- apply IT tools in project management.

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Project Management Concepts: Concept and characteristics of a project, importance of project management, types of project, project organizational structure, project life cycle, Statement of Work, Work Breakdown Structure, Characteristics of Project Manager. Project Feasibility Studies: Project Identification; Market and Demand Analysis; Technical Analysis; Project Cost Estimate; Financial Appraisal of Single Projects; Financial Appraisal of Multiple Projects; Socio-Cost Benefit Analysis	10	25
II	2	Project Planning: Project Planning and Scheduling techniques; developing the project network using CPM/PERT; constructing network diagram; AON basics; Forward Pass and backward pass; Limitations of CPM/PERT; Project Crashing; Probability of Project Completion. Resource Scheduling: Resource allocation method, splitting and multitasking, Multi project	10	25

		resources scheduling.		
III	3	Critical Chain Scheduling: Concept of critical chain scheduling; critical chain scheduling method, application of Critical chain scheduling and limitations. Project performance Measurement and Control: Monitor and assess project performance, schedule, and cost. Earned value Management, performance measurement; Methods to monitor, evaluate, and control planned cost and schedule performance.	10	25
IV	4	Project Closure/ Termination: Meaning of closure/ termination, project audit process, termination steps, final closure. IT in Projects: Overview of types of softwares for projects, major features of softwares like MS Project, criterion for software selection. Ethical issues involved in Sales and Distribution Management.	10	25
		Total	40	100

Reference Books:

Carroll, J. (2011). Project Management in Easy Steps (1sted). New Delhi: McGraw Hill.

Horine, G (2010). Absolute Beginner's Guide to Project Management (2rded.). New Delhi: Pearson.

Larson, E. Gray, C., & Desai, G. (2013). Project Management::the managerial process (4thed). New Delhi: McGraw Hill.

Maylor, H. (2003). Project Management (3rded). .). New Delhi: Pearson.

Semester: II

Paper No: 7

Course Code: 2007

Paper: Human Resource Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this Course, students will be able to describe, analyse and evaluate the people, cultural, organizational aspects in the current businesses scenario by acquiring the knowledge and relevant skills like communication, interpersonal relationship, soft skills, leadership skills, with building the ethical and business centric attitude for supporting the corporate level strategies of the business

Learning Outcome:

This course will enable the student to

- understand the role of human resource management, concepts and theories
- appreciates how HRM contributes to organizational strategy and planning
- develop the skills to analyze a firm's HRM system and evaluate its strengths and weaknesses and propose changes to improve.

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Human resource management – Definition, importance, process, scope, HR policies, HR as a factor of competitive advantage, Role of HR Managers	10	25
	2.	Manpower planning, Downsizing & outplacement, Job analysis and Design		
II	3.	Recruitment, Selection, Orientation and placement	10	25
	4.	Performance appraisal, job evaluation, Appraisal methods, Designing effective PMS, performance counseling, Potential Appraisals, Career planning and Development, Counselling		
III	5.	Compensation Management-, employee and executive remuneration, incentives, bonus, ESOPs, Fringe Benefits	10	25
	6.	Motivating employees-Motivation Theories and application, motivational strategies-incentive schemes, rewards, job rotation, enlargement, enrichment, empowerment, QWL, Job satisfaction, morale, Participative management		
IV	7.	HRD- Employee Training- Meaning, scope, importance, process, methods. Skill training, Management development, training evaluation,	10	25
	8.	Overview of Industrial Relations and Labour Laws. Ethical issues in human resources Management, Latest trends in HRM		
Total			40	100

Reference Books:

Armstrong Michael, HRM, Kogan Page Publishers, 2010

Mello Jeffery, Human Resource Management, Cengage Learning, 2008

RaoSubbaP., Human Resource Management and Industrial Relations, Himalaya Publishing Co.

Ashwathappa K., Human Resource Management – Text and cases, Tata McGraw Hill Company, 2007

Mathis, R.L., Jackson, J.H, Human Resource Management, Thomson South Western, 2003

DeCenzo, D.A., Robbins, S.P., Fundamentals of Human Resource Management, Wiley India Edition, 2007

Journals

International Journal of Human Resource Management
Human Resource Management Journal
Human Resource Management

Websites

www.business-standard.com
www.thehrpractice.in
www.hrmguide.in
www.shrm.org

Semester: II

Paper No: 8

Course code: 2008

Paper: Quantitative Techniques

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to formulate business models for various business problems and apply various operations research techniques in decision making in various managerial aspects of an organisation

Learning Outcome:

This course will enable the student to

- understand the concept of Operations Research

- gain knowledge on the application of various OR techniques in decision making in management of all aspects of an organization.

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	<p>Introduction to OR: Concepts, genesis, application potential to diverse problems in business and industry, scope and limitations.</p> <p>Assignment Problem (AP): Concepts, formulation of model, Hungarian method of solution maximization / minimization, balanced / unbalanced prohibited assignments problems.</p> <p>Transportation problems (TP): Concepts, Formulation of models, solution procedures for IFS and Optimality check, balanced / unbalanced, maximization / minimization – case of degeneracy, prohibited routing problems – post optimal sensitivity analysis.</p>	10	25
	2.	<p>Linear Programming (LP): Concepts, formulation of models, solution procedures for IFS and Optimality check, balanced / unbalanced, maximization / minimization - case of degeneracy, prohibited routing problems - post optimal sensitivity analysis.</p> <p>Linear Programming (LP): Duality Principle Primal / Dual inter relation post optimal sensitivity analysis for changes in the b-vector, c-vector, addition / deletion of variables / constraints, dual simplex method, problems, limitations of LP vis-à-vis Non-linear programming problems, brief introduction to non LP methods an associated problems.</p>		
II	3.	<p>Network Analysis: Minimal spanning, tree problems, shortest route problem, maximal flow in capacitated network concepts and solution algorithm as applied to problems project planning and control by use of CPM / Pert. Concepts: definitions of project jobs events; arrow diagrams - time analysis and derivation of the critical path. Concepts of floats (total free, interfering and independent) crashing of a CPM network. Probability assessment in PERT network.</p>	10	25
III	4.	<p>Queuing (waiting line) Models: Concepts: Type of queuing systems (use of 6 character codes) Queues in series and parallel problems and based on the results of following models (M/m/1) single channel queue with Poisson arrival rate negative exponential service time,</p>	05	25

		with and without limitations of queue size, (m/G/1) single channel with Poisson arrival and general service time, PK-formulae.		
	5.	Digital Simulation: Concepts area of application, random digits and methods of generating probability distributions, application to problems in queuing, inventory, new product profitability maintenance, etc.	05	
IV	6.	Game Theory: Concepts - 2 person, n person game-zero sum games and non zero games; solution procedures to 2 person zero sum games; saddle point, mixed strategy sum games method for mx2 games. Graphical methods equivalence of game theory and linear programming models. Solution of 3x3 games by LP simplex method including duality application for maximizing / minimizing players strategy	10	25
		Total	40	100

Reference Books:

HamdyA.Taha, Operations Research: An Introduction, Pearson, 2008

Anderson, Introduction to Management Science, Cengage Learning, 2008

Semester III

CORE Papers

Semester: III

Paper No: 1

Course code: 3001

Paper: Indian Ethos, Business Ethics and Corporate Social Responsibility and Sustainability

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand the importance of Indian Ethos and value systems, get exposure to social sector and current local as well as global needs of doing business ethically, transparently and sustainably by acquiring the knowledge and relevant skills with building the ethical and business centric attitude.

Learning Outcome:

This course will enable the student to

- understand the value and significance of doing business ethically, ethical issues and dilemmas and their influence on decision making in business activities
- appreciate the significance of corporate governance from local and global perspective, doing business ethically, ethical issues and dilemmas and their influence on corporate decision making
- identify the need and importance for an organization to be a corporate citizen and the impact of CSR, and sustainability on corporate sector
- gain insight into the present day leadership imperatives and leadership challenges in the global scenario, and the role of women leaders

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1	Ethics and “Business “ethics: What is ethics? Nature and objectives of ethics-, ethics and morality, ethics and religion, ethics and law, ethics and values. The 3 C’s of business ethics: compliance, contribution and consequences. Factors causing unethical behaviour.	10	25
	2	Environmental issues in Business Ethics. Workplace Ethics. Ethics in Marketing and Consumer Protection. Ethics in Accounting and Finance. Ethics in HR practices. Ethics in the board room. Professional ethics. Ethics and conflict of interest.		
II	3	Value crisis in contemporary Indian Society – Value crisis at : the individual level, societal level, intellectual level, cultural level. The way out.The Good Life and its Values- Values: what are they? The Indian concept of values- the modern approach to the study of values – what is a good life? Value spectrum for a good life	10	25
	4	Material Values. Societal Values. Psychological values. Aesthetic values. Moral and ethical values. Spirituality and Spiritual values. Human values. Values in work life. Human values in Management.		
III	5	Corporate Governance- Evolution of corporate governance- Governance practices and regulation-Structure and development of boards-Role of capital market and government-	10	25

		Governance ratings-Future of governance- innovative practices- Transparency and disclosures; Some important Reports on Corporate Governance - Case studies with lessons learnt-Highlights of Kumarmangalam Birla Committee for SEBI on Corporate Governance; CII's Desirable Corporate Governance Code; Cadbury Committee report for effective Corporate Governance; Blue ribbon Committee on improving the effective corporate audit committees; Naresh Chandra Committee on Corporate audit and governance; Corporate Governance Voluntary Guidelines 2009, Sarbanes Oxley and Clause 49		
	6	Corporate Social Responsibility- Theoretical perspectives-Corporate citizenship-Business practices-CSR Management Philosophy; Objectives-Definition- Evolution- Need for CSR - Strategies for CSR-Challenges and implementation- CSR Charter; CSR Codes of Conduct; Core stake holders and Multi stake holders		
IV	7	Sustainable Development: concept, definition of sustainable development, need, importance, education, Philosophical development, Gandhian Thoughton Sustainable Development, Sustainable Development and social framework,equitable distribution, criticism. Meaning and Scope- Corporate Sustainability-Sustainability Terminologies and Meanings-Why is Sustainability an Imperative-Sustainability Case Studies-Triple Bottom Line (TBL).	10	25
	8	Corporate Sustainability Reporting Frameworks-Global Reporting Initiative Guidelines-National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business-International Standards-Sustainability Indices-Principles of Responsible Investment-Challenges in Mainstreaming Sustainability Reporting		
		Total	40	100

Reference Books:

S. Balachandran, K C R Raja and BK Nair, Ethics, Indian Ethos and Management, Shroff Publishers, New Delhi, 2004

Swami Anubhavananda, Arya Kumar, Ethics in Management: Insights from Ancient Indian Wisdom, Anne Books, 2008

A B Rao, Business Ethics and Professional Values, Excel Books, 2009

NirmalaTandon, Contemporary Indian Ethics, English Edition, 2003

NeeruVasishth and Dr Namita Rajput, Business Ethics and Values (with case studies),Taxmann, 2010

Ronald Francis and Mukti Mishra, Business Ethics: An Indian Perspective, Tata McGrawHill, 2009

Laura P Hartman and AbhaChatterjee, Perspectives in Business Ethics,Tata McGraw Hill, 2006

P S Bajaj and Raj Agrawal, Business Ethics: An Indian Perspective, Biztantra, 2004

S G Hundekar, Business Ethics and Human Values, Excel Books, 2009

Swamy Dr Parthasarathy, Human Values and Management, Anne Books India, 2013

A.N. Tripathi, Human Values, New Age International (P) Ltd, 2006

Harvard Business Review on Corporate Ethics, Harvard Business School Press, 2010

K R Kim, Essence of Good Management, Times Business Series, 2011

Doing Business Ethically, Harvard Business Press, 1989

Agarwal K. Sanjay, 'Corporate Social Responsibility in India', SAGE Publications, 2008

Aras Guler and Crowther David, 'A Handbook of Corporate Governance and Social Responsibility', FIRST INDIAN REPRINT, Gower Publishing Limited, 2013

Chandratre K.R., and Navare, A.N.,'Bharat's Corporate Governance', Bharat Law House, 2010

Cloud Henry, 'Boundaries for Leaders', Harper Business, 2013

Coombs Timothy W. & Holladay Sherry J., Managing Corporate Social Responsibility A Communication Approach', Willey – Blackwell A John Wiley& Sons, Ltd., 2012

Crane Andrew, Matten Dirk and Spence Laura J. (Eds.), Corporate Social Responsibility Readings and cases in global context, First Indian Reprint, 2012

Crane Andrew, McWilliams Abigail, Matten Dirk, Moon Jeremy, Siegel Donald S. (Eds.), The Oxford Handbook of Corporate Social Responsibility, Oxford University Press Inc., New York, 2008

Aron Cramer , Zachary Karabell ;Sustainable Excellence: The Future of Business in a Fast-Changing World, 2010- Jenson Books Inc

Websites

<https://www.globalreporting.org/Pages/default.aspx>

<http://database.globalreporting.org/search/>

<http://www.csrwire.com/>

<http://www.oecd.org/corporate/>

<https://aflcio.org/what-unions-do/social-economic-justice/corporate-accountability>

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Journals

Business Ethics Quarterly
 Business Strategy & the Environment
 Ethical Corporation
 The Journal of Corporate Citizenship
 Journal of Management & Governance
 Corporate Social-Responsibility and Environmental Management
 CSRwire
 Triple Pundit

Semester: III

Paper No: 2

Course code: 3002

Paper: Entrepreneurship and Sectoral Specialization

Marks: 100 (Internal 100)

Credits: 4

Application Based Research Project on Entrepreneurship: 50 Marks

Sectoral Specialization Project: 50 Marks

Course Outcome:

On completion of this course, students will be able to understand the requirements to start a new small/medium business enterprise and augment their entrepreneurial skills in the area of their interest by acquiring the knowledge and relevant skills like Planning, acquiring, organizing and disseminating resources, using analytical, leadership, communication, problem solving and decision making skills with a entrepreneurial mind set and business centric attitude. Sectoral Specialization in Management: focuses on the application of management concepts and principles to specific sectors to improve the performance of these sectors.

Learning Outcome:

This course will enable the student to

- understand the requirements to start a new business
- capture and evaluate the business opportunity and convert the viable idea in to a business proposition
- cultivate an entrepreneurial mind set
- exhibit effective decision-making skills, employing analytical and critical thinking ability to establish their own start up enterprise

Evaluation:

Evaluation will be 100% internal. An application based research project will be evaluated for 50 marks at the mid of the semester and a Sectoral Project will be evaluated at the end of the semester for 50 marks.

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Concept of Entrepreneurship and emergence of entrepreneurial class Theories of entrepreneurship Characteristics of entrepreneurial leadership, risk taking, decision taking and business planning.	02	25

	2	Analysis of business opportunities, environmental scanning, Sectoral studies, process of generating business ideas, screening and selection	02	
	3	Techno-economic feasibility studies. Development of detailed project report for implementation.	03	
	4	Ancillary industry development; Identification of opportunities for ancillary industries. Entrepreneurial opportunities in service industries, transportation, distribution and agro industries.	03	
II	1	Institutional framework for entrepreneurship development in our country. Government policy, agencies supporting entrepreneurship & development, industrial estates, financial incentives, backward area benefits, schemes for the educated unemployed, fiscal incentives, procurement of industrial equipment, marketing support, source of finance : institutional and others.	04	25
	2	Training for entrepreneurship development.	03	
	3	Entrepreneurial behaviour, techno-economics innovation and entrepreneurship, socio-psychological factors influencing entrepreneurial development.	03	
	Total		20	50

The following areas of sectoral specialization will be offered.

1. Agency and Broking
2. Any other sector of Interest to the students with specific approval of the Institute
3. BPO and KPO
4. Digital Marketing
5. Education Management
6. Food Processing
7. Health and Wellness Management
8. Horticulture
9. Hospitality Management
10. Insurance
11. Investment Banking
12. Logistics and Supply Chain Management
13. Management of Family Business
14. Mutual Funds
15. Pharma Management
16. Retail and Shopping Mall Management
17. Technology Management

Semester: III

Paper No: 3

Course code: 3003

Paper: Summer Internship

Marks: 100 % Internal Evaluation

Credits: 6

Semester End Examination: Presentation and Project Report: 100 Marks

Learning Outcome:

The summer project is expected to provide the student with a firsthand experience of working in an organization and understand the various business functions practically by observation and participation wherever feasible.

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Hands on experience	300	100

Semester III - Specialization Papers - FINANCE

Semester: III

Paper No: 4 (F1)

Course code: 3104

Paper: Cost and Management Accounting

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to classify different elements of cost and prepare cost sheet, apply different methods of costing, prepare budgets and use various techniques of costing for pricing the products, reduction of costs, break-even analysis and for the purpose of planning and controlling of the costs.

Learning Outcome:

This course will enable the student to

- classify cost and prepare cost sheet
- understand various methods of costing
- apply various techniques available for planning and controlling of costs in decision making

Course Contents:

Module	No.	Topic	No. of Lectures (Hrs.)	Weightage (%)
I	1.	Cost Accounting – Elements of Cost, Classification of Costs, Preparation of Cost Sheet.	10	25
	2.	Material Cost, Labor Cost, Overheads, Mandatory Cost Standards, the rules for compulsory maintenance of cost records		
II	3.	Costing Methods: Job Costing, Unit Costing, Process Costing, Contract Costing, Cost Accounting for services	10	25
III	4.	Marginal costing versus absorption costing, the concept of contribution, Product sales pricing and mix, Break even analysis, break even and profit / volume graphs; limiting factors, including problems requiring graphical linear programming solutions. Decisions about alternatives.	10	25
IV	5.	Budgets and Budgetary control: The budget manual – preparation and monitoring and procedures; reporting against actual financial data; flexible budgets, preparation of functional budgets for operating and non-operating functions, cash budgets: the master budget, problems and techniques of forecasting; principal budget factors.	10	25
	6.	Standard Costing: Types of standards and sources of standard cost information, Evolution of standards, continuous improvement keeping standards meaningful and relevant, variance analysis covering material (price/usage), labour (rate/efficiency), variable overhead (expenditure/efficiency) fixed overhead (expenditure/volume) and sales (price / volume) and sales (price / volume) variances.		
		Total	40	100

Reference Books:

Horngrén, S.M.Datar, Foster, Rajan, Ittner, Cost Accounting: A Managerial Emphasis, Pearson Education, 2012

Drury Colin, Management and Cost Accounting, Cengage Learning, 2007

ThukaramRao, Accounting for Managers, New Age International, 2007

S.N. Maheswari, Cost and Management Accounting, Sultan Chand, 2002

Semester: III

Paper No: 5 (F2)
Course code: 3105
Paper: Financial Markets and Services
Marks: 100 (Internal 50 + External 50)
Credits: 4
Semester End Examination: 50 Marks
Continuous Internal Evaluation: 50 Marks
Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to get an overview of the financial system, understand the importance of the financial system in the economic development, understand the debt and equity market, use valuation tools in debt and equity markets, and assess the alternative sources of funding available so as to enhance the decision making skills with respect to raising finance from different sources.

Learning Outcome:

This course will enable the student to

- understand the organization of the Indian financial system
- differentiate various financial markets and their role in the development of the economy
- analyze risk and returns in bond and equity markets
- appreciate the role of different intermediaries available and the financial services offered

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Nature and Role of Financial System; Financial System and Economic Development; Savings and Investment; Money, Inflation and Interest Rates	10	25
	2.	An overview of Indian Financial System - Financial Markets and the types, Financial Instruments, Financial Intermediaries and Financial Services		
II	3.	Money Market: Call Money Market, Treasury Bills Market, Markets for Commercial Paper and Certificate of Deposits, Government Securities Market	10	25

	4.	Capital Market: Introduction, Concept, Role, Importance, Evolution of Capital Market in India; Role of SEBI in regulating Capital Markets		
III	5.	Debt Market - Overview of Fixed-Income Securities, Risk Factors in Fixed-Income Securities, Types of Bonds, Bond Returns, Current Yield, Yield-to-Maturity, Price-Yield relationship, Duration and Convexity	10	25
	6.	Equity Market –Stock: Return and Valuation; Methods of Valuation and examples		
IV	7.	Credit Rating, Factoring, Hire Purchase, Leasing, Venture Capital, Private Equity, Angel Funds – Concept, Functions and Role; Assessment of Alternative Sources of Funds	10	25
		Total	40	100

Reference Books:

Bhole, LM and JitendraMahakud, *Financial Institutions and Markets*, Tata McGraw Hill, 2009

Gomez, Clifford *Financial Markets, Institutions and Financial Services*, Prentice Hall, 2008

Gurusamy, *Indian Financial System*, Tata McGraw Hill, 2009

Khan M.Y., *Indian Financial System*, Tata McGraw Hill, 2009

Pathak, *The Indian Financial System: Markets, Institutions and Services*, Pearson Education, 2011

Saunders, *Financial Markets and Institutions*, Tata McGraw Hill, 2007

Shah, Susan Thomas, Michael Gorha, *Indian Financial Markets: An Insider's Guide to How the Markets Work*, Elsevier, 2008.

Journals:

1. Indian Journal of Finance (ISSN 0973 – 8711)
2. Finance India (ISSN 0970 – 3772)

URL:

<http://www.indianjournaloffinance.co.in>
<http://www.financeindia.org>
<http://www.indianjournalofeconomicsandresearch.com>

Semester: III

Paper No: 6 (F3)
Course code: 3106
Paper: Managing Banks and Financial Institutions
Marks: 100 (Internal 50 + External 50)
Credits: 4
Semester End Examination: 50 Marks
Continuous Internal Evaluation: 50 Marks
Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to understand the functioning of Banks, Insurance Companies, Mutual Funds and other Financial Institutions in India, the regulatory aspects and legal environment related to these financial institutions so as to equip them with adequate skills to manage the financial institutions in the ever changing financial environment focusing on recent trends and innovations in banking and other financial institutions.

Learning Outcome:

This course will enable the student to

- understand the structure and operations of the banking sector in India
- analyze different banking services available
- compare different insurance products offered by insurance companies
- appreciate the role of banking, insurance and other financial institutions in contributing to the development of the Indian economy

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Evolution and Role of Banking, Banking and Economic Development, Commercial Banks, Cooperative Banks, Regional Rural Banks, Agriculture and Rural Development Banks.	10	25
	2.	Functions of Banks		
II	3.	Banking Services, Fund and Non-Fund Based Services, Lending Products and Loan Appraisal Process – Corporate Loan Life Cycle	10	25

	4.	Bank – Customer Relationship, Anti-Money Laundering and KYC, Banking Ombudsman Scheme, Banking and Financial Inclusion - SARFAESI Act - NPA and its resolution - Insolvency Code and Securitization - Basel Norms		
	5.	Basel I, II & III norms		
III	6.	Brief on working of Insurance companies in India	10	25
	7.	Brief on working of Mutual Funds in India		
IV	8.	Study of Financial Institutions – ECGC, EXIM, NABARD, NHB, SIDBI, CGTMSE etc., NBFC, Investment Banks	10	25
	9.	Brief study on Regulatory and Legal Environment in the country.		
	10.	Innovations and Recent trends in Banking and Financial Institutions		
		Total	40	100

Reference Books:

Indian Institute of Banking and Finance, Principles of Banking, Macmillan, 2008

Insurance Institute of India, Principles of Insurance, Insurance Institute of India Publication, 2013

Insurance Institute of India, Practice of Life Insurance, Insurance Institute of India Publication, 2012

Insurance Institute of India, Practice of Non-Life Insurance, Insurance Institute of India Publication, 2012

Trivedi V. & Jatana Renu, Indian Banking System, RBSA Publishers, 2011

Indian Institute of Banking and Finance, Banking Products and Services, Taxmann Publications, 2010

George E Thomas & Mishra K.C., General Insurance Principles and Practice, NIA and Cengage, 2009

Pandian Punithavathy, Financial Services and Markets, Vikas Publishing, 2009

Sethi and Bhatia, Elements of Banking and Insurance, Prentice Hall, 2007

Venugopal R., & Mishra K.C., Life Insurance Underwriting, NIA and Cengage, 2009.

Journals:

1. RBI Bulletin
2. The Journal of Insurance Institute of India

URL:

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Asian Journal of Research in Banking and Finance (Online ISSN: 2249-

7323);http://www.aijsh.org

https://www.insuranceinstituteofindia.com

http://www.irda.gov.in

Semester: III**Paper No: 7 (F4)****Course code: 3107****Paper: Project Appraisal and Finance****Marks: 100 (Internal 50 + External 50)****Credits: 4****Semester End Examination: 50 Marks****Continuous Internal Evaluation: 50 Marks****Duration of the Exam: 2 hours****Internal Evaluation Criteria:**

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to identify project opportunities, value projects from return and risk perspectives, apply techniques for implementation and review of projects, learn to manage project risks, and get an overview of different financing alternatives so as to make efficient decisions with respect to raising finance for different projects and managing them efficiently.

Learning Outcome:

This course will enable the student to

- understand project life cycle
- value different projects
- analyze financing alternatives for projects

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Project Planning - Identification of Project opportunities for investment – Analysis of industry - Review of project profiles – Feasibility Study - Project appraisal	10	25

		parameters, Project Life Cycle.		
II	2.	Valuing Projects - Various Techniques of evaluating commercial, Government and social projects. DCF and non-DCF methods – sensitivity analysis	10	25
	3.	Project risk assessment – probabilistic cash flow approaches – application of simulation techniques		
III	4.	Project Negotiation – Project Management, Implementation and Review including CPM, PERT, WBS techniques	10	25
	5.	Brief study on International Projects		
IV	6.	Overview and Structure of Project Financing -Managing Project Risks, Financing Projects	10	25
	7.	Financial Structuring – Financing alternatives		
		Total	40	100

Reference Books:

Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation and Review, McGraw Hill Education, 2014

Nagarajan K, Project Management, New Age International Publishers, 2017

Harvey Maylor, Project Management, Pearson, 2004

Semester: III

Paper No: 8 (F5)

Course code: 3108

Paper: Investment Analysis and Portfolio Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Duration of the Exam: 2 hours

Continuous Internal Evaluation: 50 Marks

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to analyse securities and make efficient investment decisions using both fundamental and technical analysis, select securities for building portfolios, analyse and evaluate the performance of portfolio, apply pricing models and asset allocation techniques for managing bond and equity funds.

Learning Outcome:

This course will enable the students to

- understand the areas of security analysis and portfolio management
- apply advanced tools and techniques for making investment decisions.

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Meaning of Investment, Speculation and Gambling; Investment Avenues; Types of Investors; Investment Objectives; The Investment Process	10	25
	2.	Returns and Risk (Individual and Portfolio) Computation of Returns; Meaning and Definition of Risk; Types of Risk; Minimizing Risk Exposure, Risk Measurement; Use of Beta in estimating returns. Measuring Risk through VaR analysis.		
II	3.	Fundamental Analysis - Economic Analysis, Industry Analysis and Company Analysis.	10	25
III	4.	Technical Analysis: Meaning and Assumptions of Technical Analysis, Trend lines and their significance, Market indicators; Price indicators; Volume indicators; Price-volume relationship; Relative Strength Index (RSI); Rate of Change (ROC); Charting - Types of price charts, Price patterns.	10	25
	5.	Efficient Market Hypothesis (EMH) – Random Walk theory, Forms of EMH, EMH and empirical findings, Implication of EMH on fundamental and technical Analysis, Market inefficiencies.		
IV	6.	Meaning of portfolio; Reasons to hold portfolio; Portfolio Analysis, Selection and Evaluation; Markowitz’s Model; Efficient frontier; Sharpe’s Single Index Model; Capital Asset Pricing Model; Factor Models and Arbitrage Pricing Theory and Portfolio Performance Evaluation – Asset Allocation techniques - Managing Equity and Bond Funds	10	25

		Total	40	100
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Reference Books:

Bhalla, V. K. *Portfolio Analysis and Management*, Sultan Chand & Sons, 2008

Chandra Prasanna, *Investment Analysis and Portfolio Management*, Tata McGraw Hill, 2013

Fischer & Jordan, *Security Analysis and Portfolio Management*, Prentice Hall, 1995

Jack Clark Francis and Richard W. Taylor, *Investment - Schaum's outline series*, Tata McGraw Hill, 2000

Krishnamurti Chandrashekar, S R Vishwanath, *Mergers, Acquisitions and Corporate Restructuring*, Sage Publications Ltd., 2008

MachiRaju, H.R, *The Working of Stock Exchanges in India*, New Age International, 2009.

Pandian Punithavathy, *Security Analysis and Portfolio Management*, Vikas Publishing, 2013

Pring Martin, *Complete Guide to Technical Analysis: An Indian Perspective*, Shroff, 2006

Sukhani Sudarshan, *Trading the Markets: Real-time Market Analysis and Technical Trading*, Vision Books, 2013.

Journals:

1. Indian Journal of Finance (ISSN 0973 – 8711)
2. Finance India (ISSN 0970 – 3772)

URL:

<http://www.bseindia.com/>

<http://www.nseindia.com/>

http://www.nseindia.com/education/content/module_ncfm.htm

Semester III - Specialization Papers - HR

Semester: III

Paper No: 4

Course code: 3204

Paper: Organization Design

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours**Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to describe, analyse and evaluate the organizational structural aspects for making it relevant in the current business environment to achieve the organizational effectiveness in the current businesses scenario by acquiring the knowledge and relevant skills for the same with building a business centric attitude.

Learning Outcome:

This course will enable the student to

- understand components of structure and its determinants like strategy, size, technology, environment, power and politics for designing organizations for effective functioning
- learn how organizations can adapt to or control external elements and stakeholders
- design the strategic and structural changes needed to attain effectiveness
- appreciate the impact of power and politics in organizations and learn to handle internal conflict and coordination between work units
- analyse the existing corporate culture and how managers shape the culture

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Understanding organizations- Organization and stakeholders, The Evolution of organization theory, Organizational effectiveness	10	25
	2.	Basics of an organizational design-Dimension of organization structure		
II	3.	The determinants of structure – Strategy, organization size, technology, environment, power and politics.	10	25
	4.	Organizational design – Alternative structures & various design options, Bureaucracy, Adhocracy		
III	5	Contemporary issues in organization theory – managing the environment,	10	25
	6	Change management- managing Change in the organization		

IV	7.	Managing organizational conflict, Managing organizational culture	10	25
	8.	Managing organizational evolution , Organizational decision making and organizational learning & knowledge management		
		Total	40	100

Reference Books:

Robbins Stephen P. Organization Theory: Structure, Design, And Applications, Pearson Education India, 2009

Baligh Helmy H.: Organization Structures: Theory and Design, Analysis and prescription, Springer, 2006

Cunliffe Ann L: Organization Theory, SAGE, 2008

Daft, Richard L. Daft, Jonathan Murphy, Hugh Willmott, Organization Theory and Design, South Western Cengage Learning, 2010

Dessler Gary: Organization Theory: integrating structure and behavior, Prentice-Hall of India, 2011

Shukla Madhukar : Understanding Organisations: Organisational Theory and Practice in India, Prentice-Hall of India, 1996

Journals

International Journal of Human Resource Management

Human Resource Management Journal

Human Resource Management

Websites

www.codhyd.org/

www.humancapitalonline.com

www.shrmindia.org

Semester: III

Paper No: 5

Course code: 3205

Paper: Human Resource Development

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests

4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to analyse and evaluate the current and future Knowledge-Skill- Ability demand for the organization, Training and retraining the workforce, by acquiring the knowledge and relevant skills for the same for building the highly skilled workforce matching with the organizational needs.

Learning Outcome:

This course will enable the student to

- understand and apply learning styles
- understand training need analysis
- use job analysis technique for understanding organizations training needs
- develop, implement and evaluate training programmes
- apply various quantitative techniques for personnel assessment

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction to HRD: Concept, Scope, Significance and HRD efforts in Indian Companies; Recent experiments in Indian companies.	10	25
	2.	Strategies for HRD: Individual learning; Group learning; Organisational Development; Behavioural modelling; Training methods - skills and technical training		
II	3.	HRD mechanisms: Performance appraisal; potential appraisal; career development; Performance Counselling; Training and Development; Recruitment and Selection.	10	25
	4.	Assessing HRD needs-Organizational analysis, Task analysis, Person analysis-Designing HRD programme-		
III	5.	Implementing HRD programme, Evaluating HRD programme	10	25
	6.	Strategic staffing- aligning HR strategy with corporate strategy, competency mapping -procedures and steps, methods of data collection for mapping, developing competency models		
IV	7.	Career Management & development, Management development and designing MDPs	10	25
	8.	Coaching & performance management, Employee counselling and Wellness services		
Total			40	100

Reference Books:

Richard A. Swanson, Elwood F. Holton, Foundations of Human Resource Development, Berrett-Koehler Publishers, 2001

Ronald R. Sims, Human Resource Development: Today and Tomorrow, IAP, 2006

Dr. B. Janakiraman Training & Development, Dreamtech Press, Indian Text Edition, 2007.

Werner Jon, Randy DeSimone, Human Resource Development, Cengage Learning, 2011

Wilson John P., Human Resource Development: Learning & Training for Individuals & Organizations, Kogan Page Publishers, 2005.

Creative Training Techniques Handbook by Robert W. Pike, CSP

Websites

www.astd.org

www.istdtrg.org

Journals

International Journal of Human Resource Management

Human Resource Management Journal

Human Resource Management

Advances in Developing Human Resources

Semester: III

Paper No: 6

Course code: 3206

Paper: Employee Relations

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to describe, analyse and evaluate the environmental, social, cultural, economic, legal and organizational aspects impacting the Labour Relations in the current businesses scenario by acquiring the knowledge and relevant skills like leadership, communication, problem solving, negotiation and arbitration with building the trust between workers and management and resolving industrial disputes

Learning Outcome:

This course will enable the student to

- understand the interaction pattern among labour, management and the State
- appreciate the importance of certain important and critical issues in Indian Industrial Relations System
- evaluate the role of trade unions in industrial disputes and labour welfare
- apply various methods of resolving industrial disputes

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Concepts, scope and philosophy of Industrial Relations (IR), IR- dimensions of the problem, emergence of the labour force, I.R. and five year plans. Four decades of I.R. policy in India	10	25
	2.	The nature of management response, The framework of labour relations legislations and govt. outlook regarding I.R. systems		
II	3.	Industrial conflicts and disputes causing Industrial unrests – strikes, lockouts, go slow, -Recent Trends in Industrial Disputes-Lay off, Termination Retrenchment, closures, VRS	10	25
	4.	Methods of solving Industrial disputes – negotiations, Conciliation, arbitration, adjudication and collective bargaining- principles, procedures, and collective agreements, machinery for settlement of disputes		
III	5.	Industrial Acts -Industrial Disputes Act 1947, Payment of Gratuity Act 1982, ESI Act 1948.	10	25
	6.	Role of Indian Labour Laws and International bodies such as ILO- Managing foreign nationals in Indian organizations Social Audit		
IV	7.	Trade Unions: What are Trade Unions, Trade Unionism in India; Emergence, history, growth; Trade Union as an Organization; Structure, Size, Affiliation, Membership, Finance, Leadership; Trade Union recognition and registration	10	25
	8.	Trade Unions, Grievances and redressal mechanisms, Code of discipline in industries, .Standing orders, Settlements, White collar & blue collar unionism; Trade Unionism in the unorganized sector; Multi-unionism and Multi-union bargaining; Role of trade unions in wage determination, productivity and labor welfare		
Total			40	100

Reference Books:

SenRatna: Industrial Relations, MacMillan, 2009

ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj:Industrial Relations and Labour Laws, TataMcGraw Hill ,2nd edition, 2012

SinhaP.R.N.,SinhaInduBala, ShekharSeemaPriyadarshini:Industrial Relations, Trade Unionsand Labour Legislation, Pearson India,2nd edition, 2012

Websites

www.articlesbase.com
http://industrialrelations.naukrihub.com/employee-welfare.html
www.india-laws.com
www.Citehr.com
www.ilo.org
www.hrmguide.net

Journals

Personnel Today
Industrial Journal of Industrial Relations
Indian Journal of Industrial Relations

Semester: III**Paper No: 7****Course code: 3207****Paper: Human Resource Metrics and Analytics****Marks: 100 (Internal 50 + External 50)****Credits: 4****Semester End Examination: 50 Marks****Continuous Internal Evaluation: 50 Marks****Duration of the Exam: 2 hours****Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to analyse and evaluate the appropriate technological tools and techniques suitable for the organization to manage its human resources in the current businesses scenario by acquiring the knowledge and relevant HR audit skills ,skills related to legal compliances with building the cutting edge technological and business centric attitude.

Learning Outcome:

The student will be able to

- appreciate the use of technology in the administration of human resources
- understand how new technologies can contribute significantly to the efficiencies in the management of a company's human capital
- apply HR audits skills
- accomplish a variety of objectives for the firm ensuring legal compliances
- establish efficient documentation and technology practices

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Human resource challenges, practices and implementation Talent search, maintenance, retention, screening for culture fit, organizational transparency, employee privacy, employee loyalty, managing workplace diversity, job stress and fatigue, job satisfaction, organizational commitment, innovation and intrapreneurship, rapid growth	10	25
	2.	Employee engagement and motivation, integration of talent, HR and technology, Challenges in implementing HR practices Adopting best HR practices		
II	3.	HR Audit -Objectives, scope and need for HR audit, Qualitative and quantitative indicators for HR audit, Areas and levels of HR Audit ,HR Audit Report and its benefits	10	25
	4.	Understanding HR indicators , metrics and data, Data collection, tracking, entry, Assess IT requirements to meet HR needs, Relational databases and HR systems, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel)		
III	5.	Human Resources Information Systems HRIS need analysis, and cost justification for HRIS investments, System design and acquisition, HRIS Life Cycle/HR responsibility in each phase of HRIS development	10	25
	6.	Project management development and HRIS acceptance, Change management: implementation, integration, and maintenance		
IV	7.	HRIS applications in -HR Administration, Job Analysis , HR Planning, Recruitment and Selection in an Internet Context and in context of mobile workers, Training and development, Performance management, Compensation, Benefits ,Payroll	10	25
	8.	Benchmarking and best practices - Staffing, Supply and demand forecasting, Total compensation analyses, Cost justification–return on investment, Communicating recommendations.		
		Total	40	100

Reference Books:

Bagdi, S. Practical Human Resource Information Systems. New Delhi: PHI

Baron, A., & Armstrong, M.. Human Capital Management- achieving Added Value through People. Kogan Page.

Fitz-enz, The ROI of Human Capital-Measuring The economic Value of Employee Performance, Amacom

Flamholtz, E, Human Resource Accounting-advances in concepts, Methods, and Applications, Kluwer - Academic Publishers, 2012

Kavanagh, M. & Thite, M.. Human Resource Information Systems: Basics, Applications, and Future Directions. New Delhi: Sage Publications, 2008.

Kolay, M.K . Human Resource Accounting, ICWAI

McConnell,J. Auditing your Human Resources Department

Rao, T.V, HRD Audit. New Delhi: Sage Publications, 2000.

Websites

<http://smallbusiness.chron.com/advantages-disadvantages-human-resourceinformation-system-2107.html>

Journals

International Journal of Human Resource Management

Human Resource Management Journal

Human Resource Management

Semester: III

Paper No: 8

Course code: 3208

Paper: Compensation and Benefits Management and Performance Management Systems

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand various aspects of managerial compensation in the current businesses scenario by acquiring the knowledge and relevant skills related to performance evaluation, setting up of PMS, legal aspects of wage and salary distribution, with building the ethical and business centric attitude for fair compensation management.

Learning Outcome:

This course will enable the student to

- understand the concepts and theories of compensation
- gain knowledge of various aspects of managerial compensation
- understand the concepts of performance management
- gain knowledge of various aspects of performance evaluation, methods, and applications

- Equip the student with comprehensive knowledge and practical skills to improve their ability for compensation management and performance appraisal in their organizations

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Compensation Administration-Theories of wages, concept of wages, Job evaluation approach to compensation management. Principles governing salary administration, wage survey and wage differentials, periodic revision of wages. Systems of wage payment-time rate and piece rate wages-advantages and disadvantages. Components of wages-activities involved in job analysis	10	25
	2.	Wage policy at Macro level and micro level Reward strategy & psychological contract–Law relating to compensation-Executive compensation. Pay for performance, competency based pay, equity based rewards, team rewards-Productivity linked wages, productivity bargaining incentive payment,Bonuses- concept & methods of calculation-Productivity linked bonus		
II	3.	Dearness allowances as a separate component of wage-principles for fixation of DA, consumer price index number, its computation, nominal wages and real wages.	10	25
	4.	Fringe benefits-objectives, classification, Salary structure-grades and incremental scales, Managerial compensation- perks Taxable/Non Taxable,Benefits administration, employee welfare and working conditions-statutory and voluntary measures, ESOP-options and implementation, Retirement benefits-provident fund pension and gratuity, VRS –Role of HR department in implementing a VRS package		
III	5.	Introduction to Performance Management System: Definition, concerns and scope, Objectives of Performance Appraisal (PA), Methods of PA, Appraisal Forms and Formats in PA Issues and Problems in P A, Legal and Ethical Perspectives in PA. Shortcoming of performance appraisal, Guideline for performance appraisal and good practices	10	25
	6.	Performance Management process-Performance planning - Organizational and individual performance plans - Components of Manager’s performance and development plan. Implementing Performance Management: Strategies for effective implementation of performance management-Top Management agreement, commitment and leadership. Appraisal Communication, Appraisal Interview, Performance Feedback and Counseling		
IV	7.	Reviewing & Managing Performance–Performance Management and strategic planning. Alternative models for Assessing Performance-Balance score card; EFQM Model, Outcome metrics–Economic Value Added (EVA); other economic measures. Performance Management and Rewards.	10	25
	8.	Building High Performance culture. Performance Management & Employee Development. Ethical		

		issues and Ethical Strategies in Performance management		
		Total	40	100

Reference Books:

Henderson Richard I.: *Compensation Management in a Knowledge - based World*, Pearson India, 10th edition, 2012

Martocchio Joe: *Strategic Compensation: A Human Resource Management Approach*, Pearson India, 6th edition, 2012

Armstrong Michael & Baron Angela, *Performance Management: The New Realities* Jaico Publishing House, New Delhi, 2002

TV Rao Learning Systems Pvt. Limited, *Appraising and Developing Managerial Performance by Excel Books*, 2003

Wade David and Ricardo Ronad , *Corporate Performance Management*, Butter Heinemann, New Delhi, 2002.

Kolhi A.S. & Deb T. *Performance Management*

Henderson, *Compensation Management in a Knowledge Based World* ,Pearson Education, 9th Edition

Websites

www.articlesbase.com

<http://industrialrelations.naukrihub.com/employee-welfare.html>

www.india-laws.com

www.Citehr.com

www.ilo.org

www.hrmguide.net

<http://shrmindia.org>

<http://humanresources.about.com/od/performancemanagement>

Journals

Personnel Today

Industrial Journal of Industrial Relations

Indian Journal of Industrial Relations

International Journal of Business Performance Management

International Journal of Human Resource Management

Human Resource Management Journal

Human Resource Management

Semester III - Specialization Papers - MARKETING

Semester: III

Paper No: 4(M1)

Course code: 3304

Paper: Integrated Marketing Communication

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will get an overview of the range of tools available for Marketing Communications; develop an understanding of the basic principles of planning and execution in Marketing Communications; get acquainted with the concepts and techniques for developing and designing an effective IMC campaign.; get sensitized to the various facets of advertising, public relation and promotion management; develop a managerial perspective and an informed decision-making ability for effective and efficient tackling of promotional situations.

Learning Outcome:

This course will enable the student to

- understand the role of Advertising Agencies and other marketing organizations in designing an IMC campaign
- appreciate the role of Integrated Marketing Communication (IMC) in the overall marketing program of a firm
- analyse the various communication process models
- develop a marketing communication mix
- measure the effectiveness of an IMC program.

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Introduction: Advertising and marketing mix; Purpose of advertising; Meaning and Role of IMC in Marketing process; one voice communication v/s IMC; Introduction to IMC tools; Role of Advertising Agencies and other marketing organizations providing marketing services. Enhancing brand equity through IMC.	10	25
II	2	Understanding communication process: Source,	10	25

		Message, and Channel factors; Communication process model; Communication response hierarchy – AIDA model, Hierarchy of effect model, Innovation Adoption model, Information Processing Model Consumer Involvement - The Elaboration Likelihood (ELM) Model; Foote, Cone and Belding (FCB) Model.		
III	3	Planning for Marketing Communication: Setting communication objectives; DAGMAR approach for setting ad objectives; Budgeting - Factors influencing budget; Theoretical approach to budgeting viz, Marginal analysis and Sales response curve; Methods to determine budget. Types of advertising appeals; Media planning and selection decisions – steps involved and information needed for media planning.	10	25
IV	4	Developing the Integrated Marketing Communication Programme: IMC tools: Sales Promotion; Consumer & Trade Promotion tools; Push & Pull strategy; Public Relations & Publicity; Direct Marketing; Internet Marketing. Execution - Creative strategies in advertising, sales promotion, publicity, event sponsorships.	06	25
	5	Measuring Effectiveness and control of Promotional Programmes: Meaning and importance of measuring communication effectiveness, Measuring the effectiveness of IMC. Advertising by marketers in rural areas. Ethical aspects of advertising and promotion.	04	
Total			40	100

References:

(I) Books:

Batra,R.,&Myers,J., &Aaker,D.Advertising Management (5thed.). New Delhi: Pearson. 2013

Belch, G., Belch, M., &Purani, Advertising & Promotion - An Integrated Marketing Communications Perspective (9thed.). New Delhi: McGraw Hill. 2013

Clow, K. &Baack, D. Integrated Advertising, Promotion, and Marketing Communication (6thed.). New Delhi: Pearson. 2013

Jefkins, F. Advertising(4thed.). New Delhi: Pearson. 2013

Jethwaney, J., & Jain, S. Advertising Management (2nd ed.). New Delhi: Oxford University Press.2012

Shah, K. Advertisingand Integrated Marketing Communications (1sted.). New Delhi: McGraw Hill. 2014

Sissors, J., & Baron, R. Advertising Media Planning(7thed.). New Delhi: McGraw Hill. 2013

(II) Journals:

Journal of Current Issues and Research in Advertising. Columbia, USA: CtC Press

Journal of Advertising Research. New York, USA: Advertising Research Foundation

Journal of Advertising. Oxfordshire, United Kingdom: Taylor & Francis Ltd.

(III) Other Resources:

Advertising Standards Council Of India: www.ascionline.org

Brand week Magazine: www.brandweek.com

Media week Magazine: www.mediaweek.com

Semester: III

Paper No: 5(M2)

Course code: 3305

Paper: Product and Brand Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will develop a theoretical foundation of Product Management and New Product Development; learn conceptual framework for managing brands strategically; develop insights into how to create profitable brand strategies by building, measuring and managing brand equity.

Learning Outcome:

This course will enable the student to

- understand various issues involved in developing and managing products and brands
- identify brand values for brand positioning, brand elements for building brand equity and elements for measuring brand performance
- evaluate strategies adopted by marketers for growing and sustaining brands over time

- design branding strategies for products and services.

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	The Theoretical Foundation: Competition & Product Strategy, product in theory & in practice, Product life cycle, product portfolio; Product Management & New Product Development: New product development process New product strategy, commercialization, managing Growth, Managing the mature Product	10	25
II	2	Branding & Brand Management: Identifying and Establishing Brand Positioning and Values; Planning and Implementing Brand Marketing Programs- Choosing Brand Elements to Build Brand Equity ; Designing Marketing Programs to Build Brand Equity ;Integrating Marketing Communications to Build Brand Equity	10	25
III	3	Measuring and Interpreting Brand Performance: Developing a Brand Equity Measurement and Management System ;Measuring Sources of Brand Equity: Capturing Customer Mind-Set; Measuring Outcomes of Brand Equity: Capturing Market Performance	10	25
IV	4	Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies; Launching Brand Extensions Products, Managing brands overtime and Geographic boundaries; Strategies adopted by marketers for rural markets. Ethical issues involved in Product and Brand Management	10	25
Total			40	100

References:

(I) Books:

Anandan, C. Product Management (2nded.). New Delhi: McGraw Hill. 2009

Baker, M. &Hart, S. Product Strategy and Management (2nded.). New Delhi: Pearson. 2013

Crawford, M&Benedetto, A.NewProducts Management (9thed.).New Delhi: McGraw Hill. 2011

Dutta, K. Brand Management - Principles and Practices (1sted.). New Delhi: Oxford University Press. 2012

Elliot, R&Percy, L.Strategic Brand Management (1sted.). New Delhi: Oxford University Press. 2007

Keller, K., Rameswaram, M., &Jacob, I. Strategic Brand Management (3rded). New Delhi: Pearson. 2013

Lehman&Winer.Product Management (4thed.). New Delhi: McGraw Hill. 2012

Moorti, YLR. Brand Management, The Indian Context(1sted.). New Delhi: Vikas Publishing. 2003

Parameswaran.Building Brand Value: Five Steps to Building Powerful Brands (1sted.). New Delhi: McGraw Hill. 2013

(II) Journals:

Research Articles from:

Journal of Brand Management. Basingstoke, United Kingdom: Palgrave Macmillan

The Journal of Product and Brand Management. Bingley, United Kingdom: Emerald Group Publishing, Limited

(III) Other Resources:

India Brand Equity Foundation: www.ibef.org

Semester: III

Paper No: 6(M3)

Course code: 3306

Paper: Services Marketing

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will understand the significance of services marketing in the global economy; understand the deeper aspects of services marketing and the expanded services marketing mix; be able to design services marketing mix for services.

Learning Outcome:

This course will enable the student to

- understand the relevance of services sector in Indian economy
- differentiate between Services and Physical goods
- analyse the marketing challenges posed by services in comparison to physical goods

- evaluate the strategies adopted by service organisations in marketing services
- design strategies for marketing services.

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Introduction: What are Services? ; Why Study Services?; Role of service sector in the economy & its contribution to GDP; Distinctions between Services and Goods & its marketing implications; Services Marketing Mix Customer Behaviour in Service Encounter: Categories of services(People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing) and marketing strategies for each one of them; Customer Decision Making for services	10	25
II	2	Services: Marketing Mix: Product: Core and Supplementary Elements, Branding Services; Pricing: Role of Non-monetary Costs, Pricing Strategy and Revenue Management; Place: Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies; Promotion: Integrated Services Marketing Communication	10	25
III	3	Expanded Marketing Mix: People: Employees' Role in Service Delivery; Process: Service Blueprinting, Service Process Redesign; Physical Evidence: Servicescape, Service Environments Customer Relationship Management (CRM)	10	25
IV	4	Service Quality: Gaps Model; Measuring Service Quality (SERQUAL & SERVPERF).	05	25
	5	Managing Capacity and Demand: Understanding Capacity & Demand Patterns in services, Strategies for Matching Capacity and Demands. Service Leadership Marketing of services in rural areas; Ethical issues involved in Services Marketing.	05	
Total			40	100

References:

(I) Books:

Douglas, H. Services Marketing (4thed.). New Delhi: Cengage Learning. 2012

Fitzsimmons, J.A.,&Fitzsimmons, M.J. Service Management: Operations, Strategy, Information Technology (7thed.). New Delhi: McGraw Hill. 2011.

Lovelock, C., Wirtz, J., &Chatterjee, J. Services Marketing: People, Technology, Strategy (7thed.). New Delhi: Pearson Education. 2012.

Nargundkar, R Services Marketing: Text and Cases (3rded.). New Delhi: McGraw Hill. 2010

Rao, K. Services Marketing: People, Technology, Strategy (2nded.). New Delhi: Pearson Education. 2012.

Verma, H. Services Marketing: Text and Cases (2nded.). New Delhi: Pearson Education. 2012

Zeithaml, V. A., Bitner, M.J., Gremler, D.D., & Pandit, A. Services Marketing: Integrating Customer Focus across the Firm (5thed.). New Delhi: McGraw Hill. 2011.

(II) Journals:

Journal of Services Marketing. Bingley, United Kingdom: Emerald Group Publishing, Limited

Journal of Services Research. Gurgaon, India: Institute for International Management and Technology

Services Marketing Quarterly. Bingley, United Kingdom: Emerald Group Publishing, Limited

Semester: III

Paper No: 7(M4)

Course code: 3307

Paper: Retail Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will develop insights into the essential principles of retailing and all functional areas of retailing; develop a perspective of the Indian retailing scenario and design a retail strategy in Indian context.

Learning Outcome:

This course will enable the student to

- understand the concepts and principles of retailing
- enhance her understanding about the changes in retail scenario of India and the world.

- analyse the elements of retail strategy in light of changing retail scenario
- develop a retail strategy especially in Indian context

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Retailing: Introduction to Retailing; An Overview of Retail; Retail In Key Regions of the World; Retail in India; Formats in Retail; Multichannel Retailing; Methods of Retail Expansion.	10	25
II	2	Retail Location – Factors affecting retail location decision – Site selection –Factors affecting site selection – Steps in selecting site – Location based retail strategies	10	25
III	3	Store design – Interiors & exteriors - Store layout – Types of layouts – Factors affecting store layout – Retailing image mix – Store Facade, Visual Merchandising. In-store Technologies. Retail Communication mix – Sales promotion – Advertising - Public relation –Personal Selling – Steps in planning retail communication.	10	25
IV	4	Retail Strategies – Differentiation strategies – Growth strategies – Expansion Strategies – Pricing strategies. Category Management. Supply chain Management in retail.	05	25
	5	E-retailing: E-retailing as a format, Assortment Planning for e-retailing,. Merchandising for e-retailing,. Inventory for e-retailing. Pricing and Promotional Strategy,E-retailing and supply chain management system, Element of trust in E-retailing. Retailing in rural areas; Ethical issues in retailing.	05	
Total			40	100

Reference Books:

Berman, B., Evans, J & Mathur, M. Retail Management: A Strategic Approach, (11thed.). New Delhi: Pearson.2013

Cox, R. & Brittain, P. Retailing: An Introduction, (5thed.). New Delhi: Pearson.2015

Kotler, P., Keller, K, Koshy, A., & Jha, M. Marketing Management: A South Asian Perspective (14thed.). New Delhi: Pearson Education. 2013

Levy, M., Wirtz, B., & Pandit, A. Retailing Management (8thed.). New Delhi: McGraw Hill 2012

Lusch, R. Introduction to Retailing (7thed.). New Delhi: Cengage Learning. 2012

Pradhan, S Retailing Management: Text and Cases (4th ed.). New Delhi: McGraw Hill. 2012

Sidhpuria, M Retailing Franchising (1st ed.). New Delhi: McGraw Hill. 2009

(II) Journals:

Semester: III

Paper No: 8 (M5)

Course code: 3308

Paper: Digital and Social Media Marketing

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to contextualize marketing concepts in digital and social media marketing context; gain insights into various aspects of digital marketing; marketing analytics from the perspective of creating Customer engagement; be able to develop a digital marketing plan

Learning Outcome:

This course will enable the students to

- develop a digital marketing plan
- develop marketing strategies in light of changing consumer media preferences.
- understand social media mix and evaluating success of digital marketing campaigns

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Evolution of digital marketing-The digital consumer & communities online-Digital marketing landscape, Search Engine Marketing-PPC and Online Advertising; Building a campaign using Google AdWords - define target audience, allocating budget, analysing the response and optimizing the campaign.	10	25
II	2	Customer engagement; Affiliate marketing & strategic partnerships; Email marketing-Content strategies-CRM & CX in digital marketing. Mobile Marketing	10	25
III	3	The Social Media Mix; Plotting Your Social	10	25

		Media Marketing Strategy;Social Bookmarks and Social News;Blogs, Podcasts, and Vlogs, Twitter, Facebook, LinkedIn,Other Social Media Marketing Sites.		
IV	4	Social listening;Integrating Digital and Social.- Media Strategies; Measuring the Results- Web analytics-Social media analytics.	10	25
		Total	40	100

Reference Books:

Chaffey, D. Digital Marketing: Strategy, Implementation and Practice. (6thed.). New Delhi: Pearson Education. 2017

Lee, N & Kotler, P .Social marketing:InfluencingBehaviors for Good (4thed.). New Delhi: Sage Publications. 2012

Solomon, M. Social Media Marketing (1sted.). New Delhi: Pearson Education. 2014

Wood, M. Essential Guide to Marketing Planning. (3rded.). New Delhi: Pearson Education. 2012

Semester III - Specialization Papers –Operations

Semester: III

Paper No: 4

Course code: 3404

Paper: Supply Chain and Logistics Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will develop an understanding of demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain and design and manage Supply Chain Management.

Learning Outcome:

This student will understand the basic concepts of Supply Chain and Logistic Management, so that students will be able to develop a systematic approach to the solution of planning and control problems for a wide variety of supply chain issues

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Introduction to Supply Chain and Logistics Management: Efficient and effective supply chain; Supply Chain Drivers and Obstacles, Scope of Logistic Activities	10	25
II	2	Supply chain strategy-Demand forecasting Sourcing decisions-Inventory management-Risk management-Packaging-Warehousing-Facility location and network design-Distribution management	10	25
III	3	Transportation fundamentals and planning Green logistics-Reverse logistics-Supply chain sustainability	10	25
IV	4	E-commerce and SCM: E commerce advantages and disadvantages for SCM – e-commerce as an enabler – evolution of world class supply chains – EDI– Exchanges, hubs and marketplaces – ERP, Ethical issues involved in Logistics and Supply Chain Management.	10	25
		Total	40	100

Reference Books:

1. 'Logistic and Supply Chain Management' by Martin Christopher 5th Ed. Pearson
2. 'Essentials of Supply Chain Management' by Michael H Hugos, 4th Ed, Wiley
3. 'Supply Chain Management- Strategy, planning and operation' by Sunil Chopra, Pearson

Semester: III

Paper No: 5

Course code: 3405

Paper: Quality Toolkit for Managers

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will develop an in-depth understanding of the various Quality Control and Quality Assurance tools.

Learning Outcome:

While the principal objective of this course is to familiarize the students Quality Toolkit for Managers. The students will learn Quality Management Assistance Tools

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	System & tools for world class manufacturing: Improving Product & Process Design – Lean Production – SQC , FMS, Rapid Prototyping , Poka Yoke , 5-S ,3 M, use of IT,JIT, Product Mix , Optimizing , Procurement & stores practices , Visual Control	10	25
II	2	Quality Philosophies-Quality Leadership-Quality Awards and ISO 9000Quality Tools-Quality Function Deployment-Six Sigma-Design for Six Sigma-Lean Management	10	25
III	3	Quality Management Assistance Tools: Ishikawa Fish Done diagram –Nominal Group Technique – Quality Circles – Flow Charts – Pareto Analysis – Pokka Yoke (Mistake Proofing). Reliability: Concept and Components – Concepts of failure – Reliability of system – Success and Failure models in series and parallel – Methods of achieving higher reliability – Concept of maintainability and availability –Comparison with reliability.	10	25
IV	4	Quality Control and Quality Assurance: Concept of Quality Control – Quality Control and Quality Assurance: Concept of Quality Control – Concept of Process Variation – Acceptance Sampling – Sampling Inspection Vs. 100% Inspection – Attributes and variable sampling plans –OC Curves – Producer and Consumer Risk – AQL, RQL, TQL, AOQL and AOL. Statistical Process Control: Control Charts for attribute and variable data – Benefits of Control Charts and Applications	10	25
		Total	40	100

Reference Books:

1. Nancy R. Tague's The Quality Toolbox, Second Edition, ASQ Quality Press, 2005,
2. 'Introduction to Statistical Quality Control' by Douglas C Montgomery 6th Ed

Semester: III

Paper No: 6 (op3)

Course code: 3406

Paper: Pricing and Revenue Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will understand the different facets of Pricing and Revenue Management and develop a systematic approach in developing effective pricing strategies

Learning Outcome:

This student will understand the basic concepts of Pricing and Revenue Management, so that students will be able to develop a systematic approach to the solution of pricing strategies and plan cost effective manufacturing.

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Price Optimization-Pricing Decision-Price Response with Competition-Price Differentiation and Variable Pricing-	10	25
II	2	Simulation Game-Scenario 1-Simulation Game-Scenario 2-Dynamic Pricing-	10	25
III	3	Markdown Pricing-Revenue Management-Capacity Allocation	10	25
IV	4	Network Management-Demand Forecasting-Bid Price Approach-Customized Pricing	10	25
		Total	40	100

Reference books

1. “Pricing and Revenue Optimization” by Robert Phillips, Stanford University press
2. Segmentation, Revenue Management and Pricing Analytics 1st Edition by Tudor Bodea and Mark Ferguson - Routledge

Semester: III

Paper No: 7 (op4)

Course code: 3407

Paper: Operations Strategy

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will develop an understanding of the Operations strategy framework to design Operations strategies.

Learning Outcome:

This student will understand the basic concepts of Operations Strategy, so that students will be able to develop a systematic approach to the solution of operations strategies of manufacturing and service organizations.

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Introduction to Operations Strategy framework- Manufacturing Architecture,	10	25
II	2	Systems and Processes-Service Strategy - Capacity Strategy and management-	10	25
III	3	Technology Strategy-Quality Strategy and Change / Action programs-Purchasing and Supply network strategy-	10	25
IV	4	Environmental and Social sustainability strategy	10	25
		Total	40	100

Reference Books

1. Operations Strategy (4th Edition) by Nigel Slack and Mike Lewis – Pearson

Semester: III

Paper No: 8 (op5)

Course code: 3408

Paper: Sales and Operations Planning

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will understand the basic concepts of Sales and Operations Planning and develop a systematic approach in designing effective solutions with respect to sales and demand

Learning Outcome:

This student will understand the basic concepts of Sales and Operations Planning, so that students will be able to develop a systematic approach to the solution of planning and control problems for a wide variety of manufacturing and service organizations with respect to sales and demand

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Need for Operations planning and control-	10	25
II	2	Demand Forecasting and its dovetailing with operations planning-Capacity planning-Aggregate operations planning,	10	25
III	3	MRP and MPS-Operations scheduling-Distribution planning-Enterprise resource planning-Operations planning Insights from the TOC school of thought	10	25
IV	4	Demand Management-models, Capacity Planning –models, Resource Planning-models, Aggregate Planning-models.	10	25

		Total	40	100
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Reference books:

1. 'Sales and Operations Planning The How-To Handbook' by Thomas F. Wallace and Robert A Stahl. T F Wallace and co
2. 'Sales & Operations Planning - Best Practices: Lessons Learned' by John Dougherty and Christopher Gray -Trafford Publishing

Semester III - Specialization Papers - Systems

Semester: III

Paper No: 4

Course code: 3504

Paper: Database Management System and Datawarehouse

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand the concepts of databases, structured language for data handling and data models. They will cultivate skills to use and apply these concepts and tools in the business context for improved managerial reporting, decision making and forecasting.

Learning Outcome:

This course will enable the student to

- understand the introduction, meaning and definition of databases, data models, various types of database management systems and their usage
- understand and learn about data warehouse
- evaluate the tools and usage of databases, datawarehouse and tools
- apply the concepts in business context

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Introduction to Databases and Data models: Introduction, Meaning and Definition of Database, Database Environment, Working of a Simple Centralized Database System, Traditional File Systems vs. Modern Database Management Systems, Types of Database Users, Advantages of using DBMS Data Models: The importance of data models, Basic building blocks, Business rules, The evolution of data models Hierarchical, Network, Relational, Entity-Relationship model: entity and Entity sets, relationship, constraints, E-R diagrams and issues.	10	25
II	2	Distributed Databases, RDBMS and ORDBMS Basic concepts : data, information, metadata, definition of DBMS, Components, entities, attributes ,relationships, Data dependency Keys, Entity Integrity, Referential Integrity ,DBMS three level(Logical, Conceptual, Physical) Database system environment and utilities Client/Server Architecture : two and three tier Architecture Distributed Databases: Introduction to Distributed DBMS Concepts, Client-Server Model, Data Fragmentation, Replication, and Allocation Techniques Relational Database Management System (RDBMS): Relational Database design: features of good relational database design, atomic Domain and Normalization (1NF, 2NF, 3NF, BCNF). Object-Relational Database Management System(ORDBMS): Introduction, Basics of Object Oriented Design (OOD)	10	25
III	3	Structured Query Language, Database Security and User Rights SQL: Introduction, SQL, Multi table Queries, Nested Queries or Sub queries, Multiple Row Nested Queries, Data Manipulation Language, The Create Table Statement Security and integrity: Introduction, Security and Integrity Violations, Authorization, Granting of Privileges, Security Specification in SQL	10	25
IV	4	DataWarehousing Introduction to data warehousing, Multidimensional Data Models, Data Warehouse Architecture, ROLAP, MOLAP, HOLAP, OLAP and OLTP	10	25
		Total	40	100

Reference Books:

1. Database System and Concepts by A Silberschatz, H Korth, S Sudarshan, McGraw-Hill
2. Database Management Systems by P.S.Gill
3. Database System Concepts by Silberschatz
4. Database Management Systems by Bipin Desai
5. Principles of Database Systems by J.D.Ullman
6. Rob, Coronel, "Database Systems", Seventh Edition, Cengage Learning
7. Database management by E.F Codd

Semester: III

Paper No: 5

Course code: 3505

Paper: Managing Software Project, Information System Security, Enterprise Risk and Cyber Laws

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to manage IT software projects including aspects of estimation, budgeting and cost control, team management, procurement and outsourcing. They will be able to understand cyber laws and manage enterprise IT risks and handle overall information security requirements for an organization.

Learning Outcome:

This course will enable the student to

- understand the state of IT project management, process and methodologies for software development and project integration
- cultivate skills to manage budgets, estimations and evaluate tools
- build understanding for procurement and outsourcing management
- understand concepts for information security, audit and needs for an organization
- build knowledge around cyberspace law and enterprise IT risk

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	An overview of IT Project Management : Introduction, the state of IT project management, need of project management, project goals, project life cycle and IT development, extreme project management, PMBOK. IT Project Methodology (ITPM), project feasibility, request for proposal (RFP), the business case, project selection and approval, project contracting, IT governance. Project Management Processes and Methodologies: Project integration management,	10	25

		<p>the project charter, project planning framework, the contents of a project plan, the planning process.</p> <p>The Work Breakdown Structure (WBS), the Linear responsibility chart, Multidisciplinary teams.</p>		
II	2	<p>Developing Schedule, Cost and Budgeting using PM tools, Project Monitoring and Control and Managing Project Risk:</p> <p>Developing the project schedule, PM software tools, methods of budgeting, developing the project budget, monitoring and controlling the project, improving cost estimates, finalizing the project schedule and budget. IT project risk management planning process, identifying IT project risks, risk analysis and assessment, risk Strategies, risk monitoring and control, risk. The Human Side of Project Management, Outsourcing and Project Closure:</p> <p>Organization and project planning, the project team, the project Communication, the project communications plan, project metric, project control, plan monitor control cycle, reporting performance and progress, project leadership and ethics- introduction, project leadership, ethics in projects, multicultural projects. managing change, resistance and conflicts</p>	10	25
III	3	<p>The latest opportunities in Information Systems Audit: Forensic accounting, Fraud prevention, Security in Business Information, Business Analytics, e-Commerce, Cloud computing, Big Data, DataAnalytics, Social Media, etc.</p> <p>Need for establishing Control Framework for information asset, Understanding Information Risk Management and Control, Information Security (CIA) Management (Tools and techniques) for Safeguarding Business Information and related assets.</p> <p>General control – Preventive, Detective and Corrective Controls, Technological Controls - Application controls, Database controls and network controls, Administrative and Operational Controls – Physical, Environmental and Logical Controls. Importance of information security and audit. Protection of Information / Application System and Infrastructure:</p> <p>Review of business information / application flows in the organization, inputs, process, validation and output, modifications, authorizations, information (data) and application maintenance, disposal, etc.</p> <p>Review of database and data management systems, Review of Logical access, Physical and Environmental controls that supports business information / application system.</p>	10	25

		Protection of Information / Application Infrastructure, Network controls, Vulnerability Assessment and Penetration Testing, etc. Review of Logical access, Physical and Environmental controls that supports business Information / application infrastructure.		
IV	4	Basic Concepts of Technology and Law : Understanding the Technology of Internet, Scope of Cyber Laws, Cyber Jurisprudence Law of Digital Contracts : The Essence of Digital Contracts, The System of Digital Signatures, The Role and Function of Certifying Authorities, The Science of Cryptography Intellectual Property Issues in Cyber Space: Copyright in the Digital Media, Patents in the Cyber World. Cyber Law Issues for Management: Cyber Law Issues in E-Business Management, Major issues in Cyber Evidence Management, Cyber Law Compliancy Audit. Management of Enterprise IT Risk IT Risk Identification: Identify the universe of IT risk to contribute to the execution of the IT risk management strategy in support of business objectives and in alignment with the enterprise risk management (ERM) Strategy IT Risk Assessment: Analyse and evaluate IT risk to determine the likelihood and impact on business objectives to enable risk-based decision making. Risk Response and Mitigation: Determine risk response options and evaluate their efficiency and effectiveness to manage risk in alignment with business objectives Risk and Control Monitoring and Reporting: Continuously monitor and report on IT risk and controls to relevant stakeholders to ensure the continued efficiency and effectiveness of the IT risk management strategy and its alignment to business objectives.	10	25
		Total	40	100

Reference Books:

1. Joel Henry, "Software Project Management, A real world guide to success", Pearson Education, 2008
2. S. J. Mantel, J. R. Meredith and et al. "Project Management" 1st edition, Wiley India, 2009.
3. Hughes and Cornell, "Software Project Management", 3rd edition, Tata McGraw Hill
4. John M. Nicholas, "Project Management for Business and Technology", 2nd edition, Pearson Education.
5. Dinsmore, P. C. (Ed.). (1993) The AMA Handbook of Project Management. AMACOM
6. Robert K. Wyzocki and Rudd McGary, "Effective Project Management", 3rd edition, Wiley Brown, K.A. Project Management, McGraw Hill, 2002.
7. Mastering IT Project Management, Practices, Tools and Techniques by Murali Chemuturi
8. Information Systems Control & Audit – A Complete Reference by Dinesh Madan

9. IT Governance: How Top Performers Manage IT Decision Rights for Superior Results - Peter Weill , Jeanne Ross
10. IT Audit Control and Security by Robert Moeller, Wiley Corporate F&A
11. Cyber Laws in India by Satish Chandra
12. Jeanne W. Ross “Enterprise Architecture As Strategy: Creating a Foundation for Business Execution”

Semester: III

Paper No: 6

Course code: 3506

Paper: Enterprise Management Systems

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to strategize, plan, commission and deploy enterprise applications across the organization to automate business processes. They will demonstrate skills and understanding about specialized application like ERP, CRM, SCM and Knowledge Management and how to utilize them to demonstrate improved efficiency and effectiveness for the enterprise

Learning Outcome:

This course will enable the student to

- understand concepts and role of Enterprise Resource Planning (ERP)
- evaluate role of Enterprise Content Management
- develop knowledge on enterprise application areas in various industry verticals and business
- Cultivate skills to apply enterprise application for specialized business processes and enterprise applications like CRM, SCM, Knowledge Management
- Exhibit skills to make enterprise decision making
- Develop skills to handle challenges in Enterprise Application Integration

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Enterprise Management Systems – the	10	25

		<p>Components: What is an Enterprise and its dynamics – how does it work. What subsystems are required to make it responsive and successful? How does IT play a part? Understanding Business IT. Applications areas of an Enterprise viz. ERP, across various industry verticals and businesses such as BFSI, Retail, Telecom, Healthcare, across manufacturing and/or Marketing organizations, Government bodies</p>		
II	2	<p>Enterprise Content Management – role of content management New Organization and Startup the challenges and Role of IT and systems. Building Cashless and Process oriented organizations Enterprise Portals – Concept of an enterprise portal, benefits to an organization, Technologies available for building such portals.</p>	10	25
III	3	<p>Enterprise Application Integration- Challenges in integrating various enterprise applications. Modern technologies for application integration.</p>	10	25
IV	4	<p>Application Areas of ERP in SCM, and CRM, Supply Chain Management(SCM), Knowledge Management and Decision Making – Need for Supply chain integration, Application overview of supply chain solution, Advanced SCM and ERP integration. Knowledge Processes, Intelligent Systems, Applications of ERP in Decision Making</p>	10	25
		Total	40	100

Reference Books:

1. Enterprise Resource Planning by Alexis Leon
2. Integrated Business Processes with Enterprise Systems by SimhaMagal published by Wiley
3. Enterprise Systems for Management by LuvaiMotiwalla and Thompson, published by Pearson
4. Enterprise Resource Planning by Mary Sumner published by Prentice Hall India
5. Enterprise Resource Planning by Makkar

Semester: III

Paper No: 7

Course code: 3507

Paper: E-Commerce and Digital Markets

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to develop and execute an effective ecommerce strategy for a business. They will be able to evaluate the numerous options available for digital markets and digital goods. They will demonstrate skills and an understanding about payment infrastructure and regulatory framework to launch a secure and profitable online venture.

Learning Outcome:

This course will enable the student to

- understand the unique features of e-commerce, digital markets, and digital goods
- evaluate e-commerce business and revenue models
- cultivate know-how on payment infrastructure and security risks
- develop knowledge on regulatory framework, taxation and ethics for e-Commerce in India

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e-commerce; Business applications of e-commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning.	10	25
II	2	Digital Markets and Digital Goods and Building eCommerce Websites Types of Digital Markets, Benefits of Digital Markets and Key Concepts - Information asymmetry, Search costs, Transaction costs, Menu costs, Price discrimination, Dynamic pricing, Disintermediation Digital Goods - Goods that can be delivered over a digital networkE.g. Music tracks, video,	10	25

		software, newspapers, books Issues addressed while building websites		
III	3	Ecommerce Revenue Models, Payment Infrastructure and Security Issues Various revenue models - Portal, E-tailer, Content Provider, Transaction Broker, Market Creator, Service Provider, Community Provider Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e - payment, Risk management options for e - payment systems; Order fulfillment for e -commerce. Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property;	10	25
IV	4	Regulatory Environment of E-Commerce: Borders and jurisdiction contracting and contract enforcement; International cyber laws -aims and salient provisions; cyber laws in India and their limitations; Taxation and e -commerce; Ethical issues in e -commerce	10	25
		Total	40	100

Reference Books:

1. Introduction to E-business- Ravi Kalakota, Pearson
2. E - Commerce: Strategy, Technologies and Applications, David Whitely, McGraw Hill
3. E-Business: A Management Perspective , Jonathan Reynolds, Oxford
4. Ecommerce Essentials , Laudon and Traver, Pearson

Semester: III

Paper No: 8

Course code: 3508

Paper: Technology Forecasting

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to develop a forecast for a given technology or product using appropriate quantitative and qualitative methods. They will understand specialized tools and techniques used for forecasting and will cultivate knowledge for application of the same depends on the business scenario.

Learning Outcome:

This course will enable the student to

- learn about various methods used for technology forecasting
- cultivate and understanding of statistical tools and techniques
- develop know how of qualitative and quantitative techniques and their application
- develop needs analysis, product road-maps and impact assessments

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Technology Forecasting Methods – I: Expert Opinion Methods: Delphi (iterative survey), Focus Groups [panels, workshops], Interviews, Participatory Techniques Trend Analysis: Trend Extrapolation [Growth Curve Fitting], Trend Impact Analysis, Precursor Analysis, Long Wave Analysis Monitoring and Intelligence Methods: Monitoring [environmental scanning, technology watch], Bibliometrics [research profiling; patent analysis, text mining]	10	25
II	2	Technology Forecasting Methods – II: Creativity: Brainstorming [brainwriting; nominal group process (NGP)], Creativity Workshops [future workshops], TRIZ, Vision Generation, Science Fiction Analysis Scenarios: Scenarios [scenarios with consistency checks; scenario management], Scenario-simulation [gaming; interactive scenarios], Field Anomaly Relaxation Method [FAR]	10	25
III	3	Technology Forecasting Methods – III: Statistical Methods: Correlation Analysis, Demographics, Cross Impact Analysis, Risk Analysis. Modeling and Simulation: Agent Modeling, Cross Impact Analysis, Sustainability Analysis [life cycle analysis], Causal Models, Diffusion Modeling, Complex Adaptive System Modeling (CAS) [Chaos], Systems Simulation [System Dynamics, KSIM], Technological Substitution, Scenario-simulation [gaming; interactive scenarios], Economic base modeling [input-output analysis], Technology Assessment.	10	25
IV	4	Technology Forecasting Methods – IV: Valuing/Decision/Economics Methods:	10	25

	Relevance Trees [futures wheel], Action [options] Analysis, Cost-benefit analysis, Decision analysis [utility analyses], Economic base modeling [input-output analysis] Descriptive and Matrices Methods: Analogies, Backcasting, Checklist for Impact Identification, Innovation System Modeling, Institutional Analysis, Mitigation Analysis, Morphological Analysis, Road mapping [product- technology roadmapping], Social Impact Assessment, Multiple perspectives assessment, Organizational analysis, Requirements Analysis [needs analysis]		
	Total	40	100

Reference Books:

1. Technological forecasting: a practical approach, Marvin J. Cetron
2. Business Forecasting, Holton Wilson and Barry Keating, TMGH, New Delhi, 2010 Edition
3. Bright, J. R. (1972). *A Brief Introduction to Technology Forecasting*, 2nd. ed., The Permaquid Press

SEMESTER IV

CORE Paper

Semester: IV

Paper No: 1

Course code: 4001

Paper: Corporate Strategy

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to describe, analyse and evaluate the environmental, social, cultural, economic, legal and organizational aspects of corporate

strategy in the current businesses scenario by acquiring the knowledge and relevant skills like analytical, leadership, communication problem solving and decision making with building the ethical and business centric attitude.

Learning Outcome:

This course will enable the student to

- understand basic concepts and theories in strategic management in corporate sector
- analyse strategic management techniques, strategy formulation and compare the alternatives in the context of rapidly changing technology
- apply appropriate strategic management tools to diagnose internal and external factors affecting organizations
- Evaluate strategies adopted for various purpose

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction to Strategic management Concept of strategy, Corporate, Business and Functional Levels of Strategy ,Meaning and Characteristics of strategic management, strategic management Vs. operational management ,Strategic Management Process, Stakeholders in business and their roles in strategic management	10	25
	2.	Strategic intent, vision, mission, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA)Internal analysis,		
II	3.	Analyzing Company's Environment -External Environment: Environmental appraisal ,Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, strategic Group analysis	10	25
	4.	Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, competitive advantage ,Core Competence, Distinctive competitiveness, Benchmarking as a method of comparative analysis, Value Chain Analysis Using Porter's Model, Organizational Capability Profile: Strategic Advantage Profile, Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model		
III	5	Strategy formulation and choice- Corporate level Strategy Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies	10	25
	6	Business level strategy- Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy Competing through Business Models -Competitive Advantage		

		and Firm Resources -Generic Strategies		
IV	7.	Strategy Implementation& Evaluation: issues and barriers, Matching structure to strategy, Changing structures and processes, Building learning organization, implementing Functional strategies(HR, Marketing ,Finance, Operations)	10	25
	8.	Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Use of Balanced Scorecard for strategy evaluation,Sustainability& Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.		
		Total	40	100

Reference Books:

Arthur, A., Thompson, A., Strickland, J., Gamble, J., & Jain, A. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concept and Cases(5thed.). New Delhi: Tata McGraw- Hill, 2012.

Grant,R . Contemporary Strategic Management.CengageLearning New Delhi: Wiley India 2010

Hitt,M., & Hoskisson, Management of Strategy: Concepts and Cases. New Delhi: 2012

KazmiAzhar:Strategic Management and Business Policy, McGraw Hill Education India Pvt Ltd; 3 edition, 2008

Kazmi,A Strategic Management and Business Policy New Delhi: Tata McGraw- Hill Morden Tony: Principles of Strategic Management, Ashgate Publishing, Ltd., 2012

RaoAppa C., RaoParvathiswara B. and Sivaramakrishna K.: Strategic Management and Business Policy, Paperback, 2008

Tomar and YadavRajender Kumar: Strategic Management, Gph Book: Ms-11, Paperback, 2007

Wheelen Thomas L.: Concepts in Strategic Management and Business Policy: Toward Global Sustainability, Pearson Education; Thirteenth edition, 2012

Websites

<http://www.thepalladiumgroup.com>

<http://www.mckinsey.com>

Journals

Vikalpa: The Journal for Decision Makers

Journal of Education for Business

Harvard Business Review

McKinsey Quarterly

Semester IV - Specialization Papers –FINANCE

Semester: IV

Paper No: 2 (F6)

Course code: 4102

Paper: Mergers, Acquisitions, Corporate Restructuring and Valuation

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to understand the legal and regulatory aspect of mergers and acquisitions, get an overview of the corporate restructuring, value tangibles and intangibles in mergers and acquisitions, identify common errors in valuation and analyse various reasons for failures in mergers in order to avoid failures in mergers and acquisitions and to equip them in taking efficient decisions regarding mergers.

Learning Outcome:

This course will enable the student to

- understand the rationale and motivation of mergers
- gain insight into the decision processes and execution of mergers
- evaluate the consequences of corporate mergers and restructuring
- understand different valuation methods
- value different assets of the business including intangibles
- minimize errors during valuation of assets

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Mergers, Types of Mergers, Reasons for Merger, Advantages and Disadvantages of Mergers, Amalgamation in National Interest by Central Government	10	25
	2.	Legal Aspects of a Merger, Taxation Aspects, Costs and Benefits of a Merger, Cash and Stock Compensation, Commonly used bases for determining Exchange Ratio		
II	3.	Acquisition – Process and Managing of an	10	25

		Acquisition, Indirect Acquisition		
	4.	Takeovers, Regulation of Takeovers, SEBI Takeover Code, Anti-takeover Defences, Hostile Takeovers		
III	5.	Business Alliances – Joint Ventures, Strategic Alliances, Licensing, Franchising Alliance, Rationale for Business Alliances	10	25
	6.	Divestitures, Demergers, Reverse Mergers, Equity Carve out, Leveraged buyout, Management Buyout		
IV	7.	Valuation of the company in the process and after the merger – Valuation Methods – Valuation of Goodwill – Valuation of Brands – Valuation of Human Resources - The impact of Mergers on the performance of the company: market capitalization, book value, earnings per share, economic value added.	10	25
	8.	Integration of companies in mergers and acquisitions. Compatibility issues of production, financial, organizational structure, personnel, organizational culture. The reasons for failures of mergers and acquisitions.		
		Total	40	100

Reference Books:

AswathDamodaran, *Investment Valuation*, Wiley Finance, 2012

Barbara Petit and Kenneth Ferris, *Valuation for Mergers and Acquisitions*, Pearson, 2013

Jay M Desai, Nisarg A Joshi, *Mergers and Acquisitions*, Dreamtech Press, 2012

KavitaShetty, Sharad Kale, Rajinder S Aurora, *Mergers and Acquisitions*, Oxford University Press, 2011

Mark Thomas, *Mergers and Acquisitions: Confronting the Organisation and People Issues*, Viva Books, 2009

Patrick A. Gaughan, *Mergers, Acquisitions, and Corporate Restructurings*, 2010

Rajesh Kumar. B, *Mergers and Acquisitions - Text and Cases*, Tata McGraw - Hill Education, 2011

Robert F. Bruner, *Applied Mergers and Acquisitions*, Wiley Finance, 2004

Tim Koller, Marc Goedhart, David Wessels, *Valuation: Measuring and Managing the Value of Companies*, John Wiley and Sons, 2010

Journals:

1. Indian Journal of Finance (ISSN 0973 – 8711)
2. Finance India (ISSN 0970 – 3772)

URL:<http://www.prj.co.in><http://www.iibf.org.in><http://www.ifmr.ac.in><http://www.theindianbanker.co.in>**Semester: IV****Paper No: 3 (F7)****Course code: 4103****Paper: Financial Derivatives****Marks: 100 (Internal 50 + External 50)****Credits: 4****Semester End Examination: 50 Marks****Continuous Internal Evaluation: 50 Marks****Duration of the Exam: 2 hours****Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to analyse risks in various financial products, understand the importance to mitigate risks and use derivatives as a tool to hedge the risks involved in financial products, use valuation models for options and futures and apply different trading strategies in the futures and options market.

Learning Outcome:

This course will enable the student to

- understand the different risks involved in various financial products
- use derivatives as a hedging tool to mitigate the risks involved
- understand various types of contracts and their significance in the context of trading
- apply trading and valuation strategies and some of the commonly used models

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Risk; Types of Risk; Risk Identification and Management; Risk Management and Financial Derivatives	10	25
	2.	Basics of Derivatives; Evolution of Derivatives Market; Types of Derivatives;		

		Significance of Derivatives; Risk in Derivatives Market, Players in Derivatives Market; Indian Derivatives Market		
II	3.	Forward Contracts - Meaning, Valuation of Forward, Limitations of Forward markets Futures Contracts - Significance of Futures Contract, Terms used in a Futures Contract, Difference between Forwards and Futures. Futures Payoff, Futures Pricing	10	25
	4.	Equity/Index Futures, Meaning of Index, Types of Index, Indices in India, Uses of Index Futures		
III	5.	Options; Difference between Futures and Options; Types of Option Contracts; Options Terminology; Pay-off in options; Trading strategies; Option Valuation Strategies; Binomial Model; The Black and Scholes Model	10	25
IV	6.	Commodity Derivatives; Structure of commodity exchanges; Hedging using commodity futures; Currency Derivatives; Credit Derivatives; Swaps	10	25
	7.	Ethical Issues in Financial Derivatives		
		Total	40	100

Reference Books:

AshwaniGujral, *How to Make Money Trading Derivatives: An Investor's Guide*, Vision Books, 2012

Gupta S. L., *Financial Derivatives: Theory, Concepts and Problems*, PHI Learning Pvt. Ltd., 2005

Hull, *Fundamentals of Futures and Options Markets*, Prentice Hall, 2013

Jayanth Rama Varma, *Derivatives and Risk Management*, Tata McGraw Hill, 2008

Kumar S. S. S., *Financial Derivatives*, PHI Learning, 2007

Nick Battley, *Introduction to Commodity Futures and Options*, McGraw Hill, 1995

Patwari D. C., *Options and Futures: Indian Perspective*, Jaico Publishing House, 2001

Somanathan T.V., *Derivatives*, Tata McGraw Hill, 1998

SundaramJanakiramanan, *Derivatives and Risk Management*, Pearson Education, 2011

Waldron Richard, *An Introduction to Commodity Trading*, Squantum Publishing, 2011

Journals:

1. Indian Journal of Finance (ISSN 0973 – 8711)
2. Finance India (ISSN 0970 – 3772)

URL:<http://www.bseindia.com/><http://www.nseindia.com/>http://www.nseindia.com/education/content/module_ncfm.htm<http://irjbm.org/>**Semester: IV****Paper No: 4 (F8)****Course code: 4104****Paper: International Finance****Marks: 100 (Internal 50 + External 50)****Credits: 4****Semester End Examination: 50 Marks****Continuous Internal Evaluation: 50 Marks****Duration of the Exam: 2 hours****Internal Evaluation Criteria:**

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to get an overview of the different international financial institutions, understand the different export policies, promotion strategies, promotion measures and the role of different organisations to promote international trade finance, and understand the foreign exchange market and the currency derivatives market.

Learning Outcome:

This course will enable the student to

- understand the nuances of flow of funds in an international economy
- determine exchange rate and understand the management of international funds
- understand the working of some of the International Financial Institutions

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Globalization, Multinational Firm, Capital Flows, International Financial Institutions – International Monetary Fund (IMF), World Bank (WB) Groups, International Finance Corporation (IFC), Asian Development Bank (ADB), and BRICS Bank.	10	25
	2.	India's Foreign Trade – Promotion and Control; India's economy in global		

		<p>perspective; India's External Debt; Export Promotion Strategy and Policy; Export Promotion measures, Commercial Policy, Non-Resident Investments and Accounts.</p> <p>The Export Import Bank of India (EXIM) – Its functions, resources, organisation, management and current operations.</p> <p>Export Credit Guarantee Corporation (ECGC) – Its functions, policy, management and current operations.</p> <p>Financing of foreign trade; Types of credits, guarantees, bid bonds, etc., Mechanism of operations.</p> <p>Foreign exchange controls and maintenance.</p>		
II	3.	<p>Economic union and trade agreements Theory of Custom Union. Political economy of trade barriers. Protection in world trade – a historical perspective. International Trade Organisation (ITO), World Trade Organization (WTO), Kennedy Round, UNCTAD, Generalised System of Preferences (GSP). Tokyo Round, New International Economic order, Brandt Commission and economic integration, Uruguay Round, Doha, North South divide and dialogue. European Economic Community (EEC) and integration 1992. Impact of currency blocks on world trade and exchange.</p>	10	25
	4.	<p>Balance of payments, Definition, Component of Balance of payments, Current Account, Balance of payments Models, Basic balance, Disequilibrium in Balance of payments. Measures to correct disequilibrium in Balance of payments.</p>		
III	5.	<p>International Capital Markets, International Credit and Money Markets, International Bond Market, International Equity Markets, Globalization and Market Integration</p>	10	25
	6.	<p>The Foreign Exchange Market; Participants in Foreign Exchange Market, Spot rates and forward rates; Nominal, real and effective exchange rates; Alternative Exchange Rate Regimes; Foreign Exchange Intervention; Determination of Spot Exchange Rate and Future Exchange Rate</p>		
IV	7.	<p>Mechanics of Foreign Exchange Markets Contracts, Credits and Documentation; Sale and Purchase Contracts; Risk in International trade transactions; Payments under trade contracts. Documentary credits.</p>	10	25

		Types of credits. Important credit clauses. Procedure for establishing credits. Documents in foreign trade. Financial, Commercial, transport, insurance and other documents. Arbitration and conciliation.		
	8.	The basics of currency trading; Foreign exchange dealers. Clearing, hedging, speculation in foreign exchange markets. Forward exchange rate, forward and spot exchange rates. Factors causing exchange rate-fluctuations		
	9.	Currency Options, FRA, IRS and Currency Swaps.		
	10.	Ethical Issues in International Financial Management		
		Total	40	100

Reference Books:

- Apte, P. G, *Multinational Financial Management*, Tata McGraw Hill, 2008
- Avadhani V.A., *International Financial Management*, Himalaya Publishing, 2013
- Bekaert and Hodrick, *International Financial Management*, Prentice Hall, 2011
- Keith Pilbeam, *International Finance*, Palgrave Macmillan, 2009
- Madura, *International Corporate Finance*, South Western College, 2011
- Rajwade A.V., *Cash and Derivatives Markets in Forex*, Tata McGraw Hill, 2010
- Rajwade A.V., *Foreign Exchange, International Finance, Risk management*, Academy of Business Studies, 2008
- Shapiro, Allen C., *Multinational Financial Management*, Prentice Hall, 2008
- Sharan, V, *International Financial Management*, Prentice Hall, 2009
- ThummulSiddaiah, *International Financial Management*, Pearson Education, 2012

Journals:

Foreign Trade Review - Quarterly Journal of Indian Institute of Foreign Trade

URL:

- <http://www.sagepub.in/journals/Journal202204?productType=Journals&subject=B00&sortBy=sortTitle%20asc&fs=1>
- <http://www.iibf.org.in>
- <http://www.ifmr.ac.in>
- <http://www.theindianbanker.co.in>

Semester: IV
Paper No: 5 (F9)
Course code: 4105
Paper: Taxation
Marks: 100 (Internal 50 + External 50)
Credits: 4
Semester End Examination: 50 Marks
Continuous Internal Evaluation: 50 Marks
Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to apply the concepts and the rules and regulations of taxation to compute the income under different heads of income, apply the statutory deductions applicable on Gross total income, understand the structure of indirect taxation in India and analyse the impact of taxation on financial and operating decisions of the company.

Learning Outcome:

This course will enable the student to

- understand the basic concepts of taxation
- compute income under different heads of income
- apply statutory deductions from Gross total income
- gain an overview of Indirect Taxation

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Direct Taxation: Scope of Income Tax Definitions / Concepts. (To the extent necessary to compute taxable income & wealth). Residential status and scope of income – Incidence of Taxation.	10	25
II	2.	Heads of Income and computation there under: Salaries House property Business income Capital Gains including LTCG Other sources	10	25
III	3.	Exclusions from Total Income	10	25
	4.	Deduction from Gross Total Income		
		Impact of various direct taxes on Financial and Operational		

		Decisions		
IV	5.	Indirect Taxation: Indirect tax structure in India – GST, CGST, SGST Impact of various indirect taxes on Financial and Operational Decisions. FATCA of US (has implications on residents/non-residents having income from abroad).	10	25
		Total	40	100

Reference Books:

Ainapure, Direct & Indirect Tax, MananPrakashan, 2012

Datey V.S., Indirect Taxes Law and Practice, Taxmann, 31st Edition

Prasad B., Income Tax Laws and Practice, WishwaPrakashan, 1996

Singhania.V.K, Singhania Monika, Students' Guide to Income Tax (including Service Tax/VAT), Taxmann, 2012

Tandon, Auditing, S.Chandnd Co., 2009

Semester: IV

Paper No: 6 (F10)

Course code: 4106

Paper: Behavioral Finance

Marks: 50 (Internal 25 + External 25)

Credits: 2

Semester End Examination: 25 Marks

Continuous Internal Evaluation: 25 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to analyse the behaviour of individuals and institutional investors in the finance markets, find how emotions, social interactions, etc. affect behaviour of investors, understand the biases that caused the making of errors in financial decision making, and analyse the relationship between behavioural finance and any event such as a financial crisis

Learning Outcome:

This course will enable the student to

- appreciate the limitations of 'rational' models of investment decision making
- understand alternate framework for price discovery in the markets
- identify persistent or systematic behavioral factors that influence investment behaviour

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Overview of behavioral finance, Investment Decision Cycle: Judgment under Uncertainty Overconfidence and individual investors, Overconfidence and professional investors Disposition effect, Brief History of Rational Thought, Paradoxes	10	25
	2.	Utility/ Preference Functions: Expected Utility Theory [EUT], Risk perceptions, Prospect theory, Decision frames		
	3.	Financial Decision making errors – Biases that caused these errors - Information Screening Biases - Information Processing: Bayesian Decision Making, Heuristics and cognitive biases - Forecasting Biases, Mental accounting Familiarity and representativeness		
II	4.	Behavioral portfolio management	10	25
	5.	Herding Social interaction		
	6.	Emotions and investment decisions		
	7.	Behavioral biases and corporate decision-making (Valuation, capital budgeting, and capital structure) Behavioral biases and corporate decision-making (Dividend policy and mergers and acquisitions)		
	8.	Psychological phenomena, corporate governance and group process Behavioral finance and the financial crisis		
		Total	20	50

Reference Books

Parag Parikh, Value Investing and Behavioral Finance, Tata McGraw Hill, 2009

M.M.Sulphey, Behavioural Finance, PHI Learning, 2014

William Forbes, Behavioural Finance, Wiley and Sons

Semester: IV

Paper No: 7 (F11)

Course code: 4107

Paper: Research Project (Year Long Project)

Marks: 100 (100 % Internal Evaluation)

Credits: 4

Application Based/ Research Project: 100 Marks

Learning Outcome:

The Project will enable the student to

- critically review literature related to the topic of research
- demonstrate the capability of conducting research
- apply relevant tools to analyze data and interpret the results
- document the research work following well accepted norms for presenting research

Evaluation:

Evaluation will be 100% internal.

Continuous Internal Evaluation: 50 Marks

Semester End Evaluation: 50 Marks

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Research	500	100

Semester IV - Specialization Papers –HRM

Semester: IV

Paper No: 2

Course code: 4202

Paper: Organizational Change and Development

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to develop an awareness and fundamental knowledge of the need for change, why organizations change or fail to change, and how to plan for, manage and measure change, understand the issues, basic theories and methods associated with organizational change and development in contemporary organizations, by learning how to apply some of the key concepts and tools organizational development and change leadership and management.

Learning Outcome:

This course will enable the student to

- develop effective organisations through proper understanding of organisational dynamics.

- appreciate the theoretical underpinnings of Organisational Analysis, Diagnosis, Effectiveness and Change
- get a “hands-on” experience of interventions for change and organizational development
- deal more effectively with employers, employees and other stakeholders in OD process change for achieving organizational effectiveness.

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction: Definition of change, how people experience change, Sevenphases of change, shock and surprise, denial and refusal, rationalUnderstanding, emotional acceptance, exercising and learning, Rationalization, integration. Organizational Change: Definition, Change: a managerial necessity, Areas ofchange, management of environment and technology, change and themanager, managing change from gender perspective.	10	25
	2.	Planned change, models of planned change, triggers for change, Model of Change Management: The organizational development model, people management, Organizational politics and change, the learningorganization. Strategies for implementing organizational change, Challenges of execution		
II	3.	Organisation Development – Introduction, Definition, Objectives, Characteristics and ConceptualFramework of OD, OCTAPACE model of climate survey, Organisation Effectiveness	10	25
	4.	Organisational Analysis and Diagnosis – Approaches, Skills of a Change Agent; Managing Implementation of Change		
III	5.	Organisation Development Interventions – Criteria for Selection and Major Types Available, Classification of OD interventions	10	25
	6.	Interventions - Survey Feedback and Confrontation Meeting, team building Interventions, structural interventions, comprehensive OD interventions		
IV	7.	Interventions -Sensitivity Training Laboratory, Third Party Peace Making, management Grid, OD and Organisational Image, Institution Building	10	25
	8.	Managing OD Process, Power and Politics in OD, Issues in Client Consultant Relationship, Interdisciplinary nature of OD.		
		Total	40	100

Reference Books:

Cameron Esther & Green Mike, Making Sense of Change Management, 3rd Edition, Kogan Page Limited, 2012

Cummings Thomas & Worley Christophe, Theory of Organisation Development and Change, Cengage Learning 2009

French Wendell L. & Bell Cecil H., Organization Development: Behavioral Science Interventions for Organization Improvement, 6th Edition, Prentice Hall

Gross Julian, Dimensions of Organisation Development, First Edition, Ocen Publishing, 2009

McLean Gary N., Organization Development: Principles, Processes, Performance, First Edition, Berrett-koebler publisher, 2009

Mehta Amitabh, Organisation Development, First Edition, Global India Publications Pvt Ltd, 2009

Suri R.K. and Chhabra T.N. Behavioural Dynamics in Organization, Deep and Deep Publications, India

Change Management by Andrew Pettigrew and Richard Whipp Infinity Books

Websites

www.changedynamix.com

<http://www.oursouthwest.com/SusBus/mggchange.html>

Journals

Journal of Organizational Change Management

International Journal of Human Resource Management

Human Resource Management Journal

Semester: IV

Paper No: 3

Course code: 4203

Paper: Team Dynamics and Behavioural Dynamics

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand a theoretical and strategically focused organizational dynamics incorporating dynamic processes such as decision making, power and politics, organizational change, organizational communication and conflict management and the implications these have on individual and group behaviour in light of organizational and environmental changes.

Learning Outcome:

This course will enable the student to

- understand the basic principles of behavioural dynamics in workplace
- develop effective organisations through proper understanding of organisational dynamics.
- deal more effectively with employers, employees and people in work life.

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Dynamics of human behaviour: Categories; Social groups and its types , Group Dynamics: Definition ,History ,Intragroup Dynamics, Type of groups, Influence on behaviour, Group structure, group performance, intergroup dynamics, conflict and its resolution, Team: composition, formation, and development-Team Performance and Motivation-Team Conflict and resolution ,Team Decision Making , Team dynamics in a workplace, Motivating and managing team. Leadership and team effectiveness	10	25
	2.	Individual Learning, Group learning, Self differentiated learning, Changing behavior: stages of behavior change, competitive vs collaborative behaviour, developing collaboration, BehaviorModeling - meaning, process, advantages and disadvantages, Transactional Analysis, Behavior Based Safety in Indian Organizations, Psychological Well Being, Spiritual Well Being and Personality, Understanding personality: How personality affects the dynamics among people		
II	3.	Learning behavioural skills: Assertiveness-Understanding assertive, aggressive, submissive and manipulative behavior, Leadership-difference between leadership and management, Stress Management, Bringing behavioral and attitudinal change in workforce	10	25
	4.	Organizational Climate surveys, attitudinal surveys, Assessment Centers, Validation of an Assessment Tool (Recruitment Test), and Core Competencies, Executive development programmes, Management Development and Training		
III	5.	Discovering the interpersonal orientation through FIRO-B, Experiential learning methodologies-T- group sensitivity training, encounter groups, appreciative enquiry,RET,MBTI,	10	25
	6.	Discovering facets of interpersonal trust through Johari Window, communication skills, Negotiation skills and strategies for team building, team morale,		
IV	7.	Changing Social Realities in Indian Industry & Job Burnout: Its Correlates & Consequences	10	25
	8.	Women minority & racial Issues at Workplace, Psychological Implications of Mergers, Acquisition and Economic Recession		
		Total	40	100

Reference Books:

Kaila H.L., Dr. Mishra R. K., Dr.RavishankarS., Nair J. K. M. :Behavioural Dynamics Research Insights, Himalaya Publishing House, 1st edition, 2009

Thomaskutty, Dr. Kaila H.L., Dr. Mishra R. K., Dr.RavishankarS.:Organisational Dynamics & HR Processes,Himalaya Publishing House, 1st edition, 2004

PerryJL, VandenabeeleW : Behavioral dynamics: Institutions, identities, and self-regulation Oxford University Press

VermaGopal Behavioural Dynamics in Organization Nyx Academics, 2012

Websites

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1323229/>

<http://behavioraldynamicsinc.com/>

<https://encyclopedia2.thefreedictionary.com/behavioral+dynamics>

Journals

Journal of Dynamic Behavior of Materials - Springer

Journal of Economic Psychology

Frontiers in Psychology

Semester: IV

Paper No: 4

Course code: 4204

Paper: Strategic Human Resource Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to develop effective HR strategy in sync with overall corporate strategy, helping organization to invest in its best opportunities and ensuring that performance standards are met with highly committed workforce, by designing

the appropriate work systems relevant to employment laws to improve the people management in the organization.

Learning Outcome:

This course will enable the student to

- Distinguish the strategic approach to human resources from the traditional functional approach
- Develop the perspective of strategic human resource management.
- Understand the relationship of HR strategy with overall corporate strategy
- Appreciate SHRM in the context of changing forms of organisation
- understand HR implications of organizational strategies
- think strategically and integrate the activities of HR with the organizations goals.

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction to Strategic HRM- definition, meaning, aims, approaches and challenges.HR strategies- Definition, Types of HR strategies, criteria for an effective HR strategy, Formulation of HR Strategies, conducting a strategic review	10	25
	2.	Implementing strategic HRM: Staffing, training & development, performance management & feedback, Compensation and reward , employee separation		
II	3.	Integrating HR strategies with Corporate and Business strategies, Human Resource System-HR as a strategic partner, strategic role of top management, strategic role of line management	10	25
	4.	Managing Employee Relations: Employee engagement strategy, Unions and Strategic Collective Bargaining , Strategies for culture management, improving business performance through strategic HRM		
III	5.	Global Dimensions of strategic HRM: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection & repatriation, HR strategy in International Context	10	25
	6.	Converting global presence into global competitive advantage, Developing cross cultural sensitivity, Training & development of International staff, Compensation issues, Performance management issues, outsourcing & its HR implications		
IV	7.	Strategic Knowledge Management-building knowledge management into strategy framework, knowledgesharing as a core competency, HR dimension to knowledge management.Strategies for learning organization,Strategies for improving organizational effectiveness,Building a multicultural - multinational Organization	10	25
	8.	Competencies of HR Professional in a SHRM Scenario, Evaluating the Effectiveness of SHRM,Corporate Ethics, Values and SHRM		
Total			40	100

Reference Books:

Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM (1st ed.). New Delhi: Jaico Publishing House.

Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd ed.). India: Thomson South Western.

Regis, Richard. (2008). Strategic Human Resource Management & Development (1st ed.). New Delhi: Excel Books.

Agarwala, T. (2007). Strategic Human Resource Management. New Delhi: Oxford University Press.

Dhar, RajibLochan. (2008). Strategic Human Resource Management (1st ed.). New Delhi: Excel Books

Bhatia S.K., HRM in Global Scenario Deep & Deep Publications Pvt. Ltd, 2010

Websites

www.shrmindia.org

www.shrm.org

www.peoplematters.com

Journals

Journal of Strategic Human Resource Management

International Journal of Human Resource Management

Human Resource Management Journal

Human Resource Management

Semester: IV

Paper No: 5

Course code: 4205

Paper: International Human Resource Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to develop international perspective in relation to human resource management in the current global businesses scenario by

acquiring the knowledge and relevant skills for tackling people issues across national boundaries and building the ethical and geocentric business attitude.

Learning Outcome:

This course will enable the student to

- appreciate the globalization and its implications for businesses
- understand the issues in global talent management, negotiation strategies and competencies of a global manager
- evaluate various social security legislations from an international perspective
- apply international HR practices in developing cross-cultural training for expatriates
- develop skills to create and manage multicultural teams and HR systems for different countries and cultures.

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction: Defining international HR, difference between domestic and international HR, Approaches, Challenges in global labour market, Linking HR to International expansion strategies, Internationalbusiness ethics and HRM	10	25
	2.	IHRM – Recruitment & Compensation:Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? Objectives of international compensation, key components ofinternational compensation program, approaches to international Compensation.		
II	3.	Managing and supporting international assignments: Linking international assignments with organizational strategy, Psychological Contract – Past & Present Negotiation Strategies and Contract Administration, challenges of localization, global integration, differentiation, Mastering expatriation	10	25
	4.	IHRM - Importance of pre departure training programs, effectiveness of pre departure training, developing staff through international assignments. Performance management in multinational setting , PM of international employees, Appraisal of international employees, Cultural Factors/Issues in Performance Management, IHRM – Global Talent Management, Role of the corporate HR function, Managing Global, Diverse Workforce		
III	5.	Industrial Relations in a Comparative Perspective, Emerging Trends in Employee Relations and Employee Involvement, Trade unions and international HR, the response of trade unions to multi nationals	10	25
	6.	Global Unions, Regional Integration and Framework Agreements , International Labour Standards, , the issue of social dumping, the impact of digital economy		
IV	7.	The Global Manager – Five Core Competencies and Seven Mental Disciplines , Globalization and Global Organisations Socio-cultural context, Culture and employee management issues , responding to diversity, Culture Differences –	10	25

		Hofstede's Model of cultural dimensions, Mindset Mapping		
	8.	HR challenges in cross border integrations- Legal issues in global workforce management , Institutional & Structural Context- Managing alliances and joint ventures, HRM practices in different countries , HR/IR issues in MNCs		
		Total	40	100

Reference Books:

Peter j Dowling, Devis E Welch; International Human Resource Management , Thomson Publishing , 5th Edition.

Hilary Harris, Chris Brewster and Paul Sparrow International Human Resource Management, VMP Publishers and Distributors

Aswathappa K and Dash Sadhna, International Human Resource Management, First Edition, Tata McGraw- Hill Education, 2008

Bhattacharya Dipak Kumar, Human Resource Planning, Oxford Publication 3rd edition, Reprint 2013

Rao P. Subba, International Human Resource Management, First edition, Himalaya publication, 2004

Rennie Ann and McGee Rita, International Human Resource Management, First Edition, McGraw-Hill Education, 2012

Sarma A M, Aspects of Labour welfare & Social Security Himalayan Books 1, 2011

Sarma A M, Industrial Jurisprudence & Labour Legislation. Himalaya Publishing House, 1991

Tayeb Monir H., International Human Resource Management: A Multinational Company Perspective, First Edition, Oxford Publication, 2005

Websites

<http://www.cipd.co.uk/global/>

www.shrm.org

www.hrmguide.net

Journals

International Journal of Human Resource Management

Human Resource Management Journal

Human Resource Management

Semester: IV

Paper No: 6

Course code: 4206

Paper: Talent Management

Marks: 50 (Internal 25 + External 25)

Credits: 2

Semester End Examination: 25 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to develop a talent management strategy relevant to the futuristic business strategy and integrating it to the culture of the firm by acquiring the knowledge and relevant skills of mentoring, coaching, training, with developing effective plans of attracting ,rewarding and retaining Talent.

Learning Outcome:

This course will enable the student to

- learn techniques of training, coaching, mentoring and leadership
- be equipped to apply relevant tools for managing talent in organizations
- be able to identify new approaches for attracting, rewarding and retaining talent
- be able to appreciate the role and integration of talent management with the culture and business practices of an organization
- understand ways to align H R strategies with the business strategies of an organization

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1	Introduction to Talent Management and approaches:Introduction, overview, history, need and scope, key processes, consequences of failure in managing talent, tools for managing talent. Key elements of talent management system. Approaches of developing a talent management strategy, mapping business	10	25
	2	Talent Planning and Acquisition:Objectives, succession planning program, innovative talent planning, ensuring leadership. Talent Acquisition: Recruiting process, strategic trends in talent acquisition and management solutions. Talent management strategies, essentials of talent management process.		
II	3	Talent engagement and retention:Concept of talent engagement, retention, best practices for talent engagement, improving employee	10	25

		retention. Role of information technology in talent management systems, HR analytics for TM Processes. Role of the HR manager in designing rewards and compensation plans for effective talent management		
	4	Contemporary talent management issues, challenges, best practices: Organisational issues, challenges, best practices, talent management in India.		
		Total	20	50

Reference Books:

Berger Dorothy, Berger Lance, the Talent Management Handbook - Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People, McGraw-Hill, 2010.

Cannon James A. McGee Rita, Talent Management and Succession Planning - Chartered Institute of Personnel and Development, 2011.

Carter Louis, Goldsmith Marshall, The Best Practice Institute, and Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent - Pfeiffer 2009.

Effron Marc, Ort Miriam One Page Talent Management: Eliminating Complexity, Adding Value - HBR press Book, 2010.

Scullion Hugh, Sparrow Paul, TariqueIbraiz, Strategic Talent Management - Contemporary Issues in International Context Cambridge University Press 2014.

ShuklaRavinder, Talent management: Process of Developing and Integrating Skilled Worker - Global India Publications, 2009

Websites

<https://focustalentmanagement.com/>

<https://tmtalentmanagement.com/>

Journals

journals.sagepub.com

Human Resource Management Journal

Human Resource Management

Semester: IV

Paper No: 7

Course code: 4207

Paper: Research Project (Year Long Project)

Marks: 100 (100 % Internal Evaluation)

Credits: 4

Application Based/ Research Project: 100 Marks

Learning Outcome:

The Project will enable the student to

- critically review literature related to the topic of research
- demonstrate the capability of conducting research
- apply relevant tools to analyze data and interpret the results
- document the research work following well accepted norms for presenting research

Evaluation:

Evaluation will be 100% internal.

Continuous Internal Evaluation: 50 Marks

Semester End Evaluation: 50 Marks

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Research	500	100

Semester IV - Specialization Papers –MARKETING

Semester: IV

Paper No: 2 (M6)

Course code: 4302

Paper: Sales and Distribution Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will understand the various facets of the job of a sales manager; develop understanding of the decision-making aspects and implementation of decisions in sales and distribution management.

Learning Outcome:

This course will enable the student to

- understand the principles and functions of Sales and Distribution Management practiced by marketing organisations

- analyse the sales force management functions viz. recruitment, selection, training, compensation and controlling the sales force
- evaluate sales and distribution strategies adopted by organisations
- design sales force training programs and sales force territories.

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Introduction to Sales Management: Nature and scope of sales management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling.	10	25
II	2	Sales Force Management: Recruitment and selection of sales force, Training, motivating and compensating the Sales force, controlling the Sales force Personal Selling Process, Sales Territories & Quotas: Selling process, relationship selling, Designing Sales Territories, sales quotas and sales organisation structures. Strategic Sales Management. Sales Analytics	10	25
III	3	Distribution Management: Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, institutions for channels- retailing wholesaling, designing channel systems, channel management. Channel Migration and Emergent Channels. Power and Conflict in Channel Management.	10	25
IV	4	Logistics and supply chain management: Definition & scope of logistics, Components of logistics, inventory & warehouse management, Transportation, channel information systems, distribution management in international markets; Sales and Distribution management issues involved in rural markets; Ethical issues involved in Sales and Distribution Management.	10	25
		Total	40	100

References:

(I) Books:

Chopra, S. Meindl, P., & Kalra, D., Supply Chain Management: Strategy, Planning, and Operation (5thed). New Delhi: Pearson, 2013

Gupta, S, Sales & Distribution Management (3rded.). New Delhi: Excel Books, 2010

Havaldar, K. & Cavale, Sales & Distribution Management, (2nded).

New Delhi: McGraw Hill, 2011

Johnston. Sales Force Management (2nd ed). New Delhi: McGraw Hill. 2008

Kapoor, S., & Kansal, P. Basics Of Distribution Management: A Logistical Approach (2nd ed.). New Delhi: Prentice Hall India. 2013

Nag, A. Sales & Distribution Management (2nd ed). New Delhi: McGraw Hill. 2011

Panda, T., & Sahadev, S. Sales & Distribution Management (5th ed.). New Delhi: Pearson. 2013

Still, R., Cundiff, E., & Govoni, N. Sales Management: Decisions, Strategies & Cases (5th ed.). New Delhi: Pearson. 2007

(II) Journals:

Journal of Personal Selling and Sales Management. New York, United States of America: Pi Sigma Epsilon National Educational Foundation, Inc.

Journal of Supply Chain Management. Oxford, United Kingdom: Blackwell Publishing Ltd.

Semester: IV

Paper No: 3 (M7)

Course code: 4303

Paper: Consumer Behavior and Advanced Marketing Research

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will develop understanding of consumer behavior in global and Indian context; be able to analyse the environmental and individual influences on consumers; be able to apply advanced marketing research tools in Marketing decision making

Learning Outcome:

This course will enable the student to

- understand the consumer and the influence of cultural, social, personal and psychological factors on consumer's behavior
- analyse the consumer decision making process in context of the external and internal influences
- evaluate the various statistical techniques viz., discriminant analysis, factor analysis, cluster analysis and multidimensional scaling used in marketing research
- apply the various statistical techniques for analysing data of a market research study.

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
(A) Consumer Behavior				
I	1	Understanding the Consumer: Consumer Behaviour and the Marketing Concept, The Consumer Research. Consumer as an Individual: Consumer Motivation , Personality and Consumer Behavior, Consumer Perception; Consumer Learning, Consumer Attitude Formation and Change	10	25
II	2	Socio-Cultural settings and Consumer Behaviour: The Family and Social Class, Influence of Culture on Consumer Behaviour, Cross-cultural Consumer Behaviour; Consumer Decision Making Process; Consumer Behaviour of rural consumers	10	25
(B) Advanced Marketing Research				
III	3	Marketing Research Process; Questionnaire designing, scaling and coding. Factor Analysis – Basic Concept-Conducting factor analysis - Determining the number of factors and Interpreting Factors-Applications in Marketing. Discriminant analysis-Basic concept--Conducting Discriminant analysis – Interpretation Applications in Marketing	10	25
IV	4	Cluster Analysis - – Basic Concept-Conducting Cluster analysis – Deciding on the number of clusters - Profiling clusters - Applications in Marketing Multidimensional Scaling – Basic Concept-Conducting MDS – Deciding on the number of dimensions - Applications in Marketing Ethical issues involved in Marketing research.	10	25
		Total	40	100

References:

(I) Books:

(A) Consumer Behavior

Blackwell. Miniard& Engel. Consumer Behaviour (1sted.). New Delhi: Cengage Learning. 2008

Loudan&Della, B. Consumer Behaviour (4th ed.). New Delhi: McGraw Hill.2004

Majumdar, R. Consumer Behaviour: Insights from Indian Market (1sted.). New Delhi: PHI Learning, 2012

Schiffman, L., Kanuk, L., & Kumar, R. Consumer Behaviour (10thed.). New Delhi: Pearson.2013

Solomon, M. Consumer Behavior Buying, Having, And Being (10thed.). New Delhi: PHI Learning.2012

Wayne, H., Consumer Behavior: A Marketer's Tool (1sted.). New Delhi: Cengage Learning. 2010

(B) Advanced Marketing Research

Churchcill, G. Marketing Research: A South Asian Perspective (1sted.). New Delhi: Cengage Learning. 2010

Green, P. Tull, D., &Albaum, G. Research for marketing decisions (5thed.). New Delhi: McGraw Hill. 2012

Rackley, Jerry. Marketing Analytics Roadmap: Methods, Metrics, and Tools (1st ed).Aspire Publication.2016

Malhotra,N. Marketing Research: An Applied Orientation (6thed.). New Delhi: Pearson. 2011

Nargundkar,R. Marketing Research: Text and Cases (3rded.). New Delhi: McGraw Hill. 2008

Zikmund, W. Business Research Methods (8thed.). New Delhi: Cengage Learning. 2010

(II) Journals:

Journal of Consumer Research. Chicago, USA: University of Chicago Press

Journal of Consumer Behaviour. USA: John Wiley & Sons, Inc.

Journal of Consumer Marketing. Bingley, United Kingdom: Emerald Group Publishing, Limited

Semester: IV

Paper No: 4 (M8)

Course code: 4304

Paper: B2B Marketing

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will understand the industrial marketing functions of firms; be able to design marketing mix for Business-to-Business Marketing

Learning Outcome:

This course will enable the student to

- understand the dimensions of marketing and strategies adopted by industrial marketers and retailers
- analyse the organized and unorganized retail scenario in India
- design marketing strategies for industrial markets and the retail sector

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	The Nature and Scope of Business Marketing Management; Understanding the Organisational Customer and Buying Behaviour; Segmenting the Business Market and Estimating Segment Demand.	10	25
II	2	Market Opportunity Identification – Analysis and Evaluation; Customer relationship Management Strategies for Business Markets; Assessing Market Opportunities; Environmental Changes impacting supply chain power	10	25
III	3	Strategic Market Planning; Product Strategy for Business Markets; Pricing Strategies for Business Markets;	10	25
IV	4	Managing Business Marketing Channels; Key Account Management; Business Marketing Communications – B2B Branding; Marketing Performance Measurement.	10	25
Total			40	100

References:**(I) Books:**

Havaldar, K. Business Marketing (3rd ed.). New Delhi: McGraw Hill. 2010

Hutt, M. B2B Marketing: A South-Asian Perspective (11thed.). New Delhi: Cengage Learning. 2013

Sarin, S Business Marketing: Concepts and Cases (3rd ed.). New Delhi: McGraw Hill. 2013

Vitale, R., Pfoertsch, W & Giglierano, J. Business to Business Marketing, (1st ed.). New Delhi: Pearson. 2013

(II) Journals:

Journal of Retailing. New York, USA: New York University

Journal of Business & Industrial Marketing. Bingley, United Kingdom: Emerald Group Publishing, Limited

Semester: IV

Paper No: 5 (M9)

Course code: 4305

Paper: International Marketing

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand the peculiarities of international marketing; devise marketing mix for international marketing

Learning Outcome:

This course will enable the student to

- understand the theoretical and conceptual principles of International marketing.
- develop and manage a strategic international marketing initiative solid

Course Contents:

Module	No	Topic	Contact Hours	Weightage
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				(%)
I	1	Introduction to International Marketing International Marketing vs. Domestic Marketing, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing. International Marketing Environment, Political Environment, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment, Challenges in Global Marketing. International Trade Environment trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing	10	25
II	2	International Market Entry Strategies: Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising. International Product Policy and Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services	10	25
III	3	International Pricing Policy: Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade. International Distribution and Logistics Planning: Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging	10	25
IV	4	International Promotional Strategies Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing. Export Marketing Documentation: Significance of export documentation, the statutory control, declaration forms, disposal of export documentation form, major documents Legal and Ethical issues involved in International Marketing.	10	25
		Total	40	100

References:

(I) Books:

Graham, Cateora&Gilly.International Marketing (17thed.). New Delhi: McGraw Hill. 2017

Hollensen&Banerjee.,Global Marketing (4thed.). New Delhi: Pearson.2016

Keegan, W.Global Marketing Management (8thed.). New Delhi: Pearson. 2017

Semester: IV

Paper No: 6 (M10)

Course code: 4306

Paper: Marketing to base of pyramid consumers

Marks: 50 (Internal 25 + External 25)

Credits: 2

Semester End Examination: 25 Marks

Continuous Internal Evaluation: 25 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand the structure, importance and potential of Base of Pyramid consumers; design marketing strategies targeted to BOP Markets especially in the Indian context.

Learning Outcome:

This course will enable the students to

- understand the applications of marketing concepts and practices in various spheres
- understand contemporary issues in marketing viz., marketing planning process, markets at Bottom of pyramids, e-retailing, social media marketing and CRM
- develop a marketing plan
- develop marketing strategies in light of changing consumer media preferences.

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Understanding Poverty and the Base of the Pyramid; The Nature of the BOP Market; the Market Development Imperative; a Philosophy for Developing Products and Services for the BOP	5	25
II	2	Principles of Innovation for BOP Markets; Engaging the BOP; Local Growth Opportunities; Local Innovations and Global Opportunity; BOP Solutions for Developed Markets; Development as Social Transformation	5	25
III	3	Consumption and marketing practices in BoP contexts; Conducting Marketing Research in BoP Markets; BoP Consumers and Producers;	5	25

		Producers and Entrepreneurs at the BoP. Informal Economy; Alternative Market initiatives at BoP		
IV	4	Innovative Indian marketing practices at the bottom of the pyramid. Analysis of Indian cases.	5	25
		Total	20	100

Reference Books:

Pradhan, S .Retailing Management: Text and Cases (4th ed.). New Delhi: McGraw Hill. 2012

Prahalad, C.K., Fortune at the Bottom of the Pyramid, Eradicating Poverty through Profits (5th ed.). New Delhi: Pearson Education. 2011

Dalglish, C. &Tonelli, M., Entrepreneurship at the Bottom of the Pyramid(1sted.). Routledge 2016

Semester: IV

Paper No: 7 (M11)

Course code: 4307

Paper: Research Project (Year Long Project)

Marks: 100 (100 % Internal Evaluation)

Credits: 4

Application Based/ Research Project: 100 Marks

Learning Outcome:

The Project will enable the student to

- critically review literature related to the topic of research
- demonstrate the capability of conducting research
- apply relevant tools to analyze data and interpret the results
- document the research work following well accepted norms for presenting research

Evaluation:

Evaluation will be 100% internal.

Continuous Internal Evaluation: 50 Marks

Semester End Evaluation: 50 Marks

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Research	500	100

Semester IV - Specialization Papers –OPERATIONS

Semester: IV

Paper No: 2

Course code: 4402

Paper: Behavioural Operations Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will learn the basic concepts of Behavioural Operations Management and develop a systematic approach in developing effective solutions for planning and control issues.

Learning Outcome:

This student will be able to understand the basic concepts of Behavioural Operations Management, so that students will be able to develop a systematic approach to the solution of planning and control problems for a wide variety of behavior concepts in operations.

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	The study of Behavioural Operations-Process and Perception Dynamic Pricing in Revenue Management-	10	25
II	2	Intertemporal choices in Project based organisations - Impulsiveness and Emotions-Sharing the Risk	10	25
III	3	Envisioning motivation and Performance in Work Design Supply Chain Negotiator-	10	25
IV	4	Behaviour Assessment Test on Conflict Management- Kicking the mean Habit-A chain of hands	10	25
		Total	40	100

Reference books

1. 'The Handbook of Behavioral Operations Management Social and Psychological Dynamics in Production and Service Settings' Edited by Elliot Bendoly, Wout van Wezel, and Daniel G. Bachrach, Oxford University Press
2. 'Behavioral Operations Management' by Christoph H. Loch and Yaozhong Wu, Now Publishing Inc

Semester: IV**Paper No: 3****Course code: 4403****Paper: Operations Research Applications****Marks: 100 (Internal 50 + External 50)****Credits: 4****Semester End Examination: 50 Marks****Continuous Internal Evaluation: 50 Marks****Duration of the Exam: 2 hours**

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will develop an understanding of the basic concepts and principles in operations research and apply the quantitative tools in solving typical Operations Domain Problems

Learning Outcome:

This student will be able to understand the basic concepts of Operations Research Applications, so that students will be able to use OR techniques in planning and control problems for a wide variety of manufacturing and service organizations.

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	O.R. tools-Dynamic programming, branch and bound method Scheduling systems-	10	25
II	2	single machine, flow shop, job shop-Vehicle routing problems-	10	25
III	3	Resource constrained project scheduling-Bin packing-Portfolio optimization-	10	25
IV	4	Quadratic Programming-Staff transfer problem-Two-stage supply chain distribution problem	10	25
		Total	40	100

Reference Books

1. 'Operations Research Applications' by A. Ravi Ravindran, CRC press
2. 'Operations Research: Applications and Algorithms' by Wayne L. Winston
3. 'Operations Research: Theory and Applications' by J K Sharma, Macmillan

Semester: IV

Paper No: 4

Course code: 4404

Paper: Sourcing Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will develop an understanding of the concepts of Sourcing management and a systematic approach in developing effective solutions for inventory and global procurement issues.

Learning Outcome:

This student will be able to understand the basic concepts of Sourcing Management, so that students will be able to develop a systematic approach to the solution of inventory and global procurement

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Introduction to Global Sourcing-Trends in Global Sourcing-Supply Management-Strategic Sourcing-Global Sourcing-	10	25
II	2	Negotiation-Performance Measurement and Evaluation (Concepts and Metalcraft Case)-Sourcing Risk Management (Concepts)-Supplier Evaluation and Selection (Concepts)-	10	25
III	3	Analytical Tools in Sourcing (Total Cost of Ownership (Wire Harness case), Pricing Analyses (Plastic Shield case))-Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models)-	10	25
IV	4	Integrative Pacific Systems Case (Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis)-Electronic Sourcing-Sustainability and Sourcing (Green Sourcing; Walmart-China Case)	10	25
		Total	40	100

Reference books

1. Strategic Global Sourcing Best Practices by Fred Sollish and John Semanik, Wiley
2. Strategic Sourcing and Category Management, Lessons Learned at IKEA, Magnus Carlsson
3. Spend Analysis: The Window into Strategic Sourcing by KiritPandit and HaralambosMarmanis – J Ross Publishing

Semester: IV

Paper No: 5

Course code: 4405

Paper: Supply Chain Analytics

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will develop an understanding of the concepts of Supply Chain Analytics and a systematic approach in analysing supply chain.

Learning Outcome:

This student will be able to understand the basic concepts of Supply Chain Analytics so that students will be able to develop a scientific approach in analysis of supply chain

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Overview on Supply Chain, Analytics and Supply Chain Analytics-Integrated models for Facility Location Selection and Warehouse Location Selection Ex.: AHP integrated along with traditional methods. Application of Simulation and DoE for Manufacturing System design/redesign-Application of tools for aggregate Production Planning and Control and designing automated dashboards with relevant KPIs for understanding the deviations in planned aggregate output with root-causes	10	25
II	2	Application of integrated tools for Resource planning & control, Material planning & control and Capacity planning & Control and designing automated dashboards with relevant KPIs for understanding the optimal resources planned and achieved. Overview on 'application of SQC, SPC, TQM & TPM for Quality Planning & Control and designing dashboards with relevant KPIs for understanding the deviations in quality and	10	25

		performance along with root-causes'		
III	3	Application of Experimental Designs (Taguchi, RSD, Mixture Design) and Analyses for optimizing all the processes across. Supply Chain and designing automated dashboards with relevant KPIs for understanding the deviations from optimum along with root-causes.	10	25
IV	4	Application of OR Tools for Recourse Optimization across Supply Chain and designing automated dashboards with relevant KPIs for understanding the deviations from optimum along with root-causes. Application of OR Tools for Distribution System Optimization and designing automated dashboards with relevant KPIs for understanding the deviations from optimum along with root-causes.	10	25
		Total	40	100

Reference books

1. The Applied Business Analytics Casebook: Applications in Supply Chain Management, Operations Management, and Operations Research by Matthew J. Drake, Pearson
2. Logistics, Supply Chain and Financial Predictive Analytics Theory and Practices Editors: Deep, Kusum, Jain, Madhu, Salhi, Said (Eds.), Springer
3. Towards Supply Chain Risk Analytics Fundamentals, Simulation, Optimization By Heckmann, Iris, Springer.
4. "Analytics in Operations/Supply Chain Management by MuthuMathirajan , ChandrasekharanRajendran, SowmyanarayananSadagopan , ArunachalamRavindran and ParasuramBalasubramanian – IK international publishing house New Delhi

Semester: IV

Paper No: 6

Course code: 4406

Paper: Management of Manufacturing Systems

Marks: 50 (Internal 25 + External 25)

Credits: 2

Semester End Examination: 25 Marks

Continuous Internal Evaluation: 25 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will develop an understanding of the concepts of Management of Manufacturing Systems and a systematic approach in developing effective solutions for planning and control problems for a wide variety of manufacturing scenarios.

Learning Outcome:

This student will be able to understand the basic concepts of Management of Manufacturing Systems, so that students will be able to develop a systematic approach to the solution of planning and control problems for a wide variety of manufacturing .

Course Contents:

Module	No	Topic	Contact Hours	Weigh tage (%)
I	1	Cellular manufacturing systems-cell formation, operator allocation, sequencing and scheduling-	05	25
II	2	Just-in-time systems-Kanban, CONWIP- Synchronous manufacturing (Theory of Constraints)-	05	25
III	3	Flexible manufacturing systems (FMS)-machine loading and scheduling	05	25
IV	4	Human Resource Management in WCM: Adding value to the organization – Organizational learning – techniques of removing Root cause of problems – People as problem solvers – New organizational structures. Associates – Facilitators – Teamsmanship – Motivation and reward in the age of continuous improvement.	05	25
		Total	20	100

Reference books

1. Advanced Manufacturing Systems: Strategic Management and Implementation (Automation and Production Systems) 1st Edition by Joseph Sarkis (Editor) and Hamid R. Parsaei (Editor), Gordon and Breach Science publication.
2. Operations Management by Jay Heizer, Pearson

Semester: IV

Paper No: 7

Course code: 4407

Paper: Research Project (Year Long Project)

Marks: 100 (100 % Internal Evaluation)

Credits: 4

Application Based/ Research Project: 100 Marks

Learning Outcome:

The Project will enable the student to

- critically review literature related to the topic of research
- demonstrate the capability of conducting research
- apply relevant tools to analyze data and interpret the results
- document the research work following well accepted norms for presenting research

Evaluation:

Evaluation will be 100% internal.

Continuous Internal Evaluation: 50 Marks

Semester End Evaluation: 50 Marks

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Research	500	100

Semester IV - Specialization Papers - Systems

Semester: IV

Paper No: 2

Course code: 4502

Paper: Big Data and Data Mining

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand and apply concepts of Big Data and Data Mining to various business scenarios. They will cultivate skills for various techniques used for data modelling of structured and unstructured data as well as data mining and its usage in the business context.

Learning Outcome:

This course will enable the student to

- understand the key concepts for Big Data (the V's)
- cultivate an understanding of applications of Big Data for business
- understand concepts for Data Mining and how it work
- get insights into the framework of Classification on Data Mining system
- understand techniques and be able to apply the various decision making concepts

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Describe the Big Data landscape including	10	25

		<p>examples of real world big data problems including the three key sources of Big Data: people, organizations, and sensors</p> <p>Characteristics of Big Data and Dimensions of Scalability</p> <p>Explain the V's of Big Data (volume, velocity, variety, veracity, valence, and value)</p> <p>Why each impacts data collection, monitoring, storage, analysis and reporting</p> <p>Identify what are and what are not big data problems and be able to recast big data problems as data science questions.</p>		
II	2	<p>Introduction to Big Data Modelling – structured, semi structured and unstructured data. Exploring Array Data Models, Sensor Data Model, Graph Data models, Vector Space Data Model, Streaming Data</p> <p>Provide an explanation of the architectural components and programming models used for scalable big data analysis.</p> <p>Foundations for Big Data Systems and Programming – Introduction to Hadoop</p>	10	25
III	3	<p>Introduction to Data Mining: Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works?, Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining, Ethical issues in Data Mining, Analysis of Ethical issues, Global issues</p>	10	25
IV	4	<p>Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need and algorithms Data Driven Prediction Methods NLP, Regression, Correlation, Cluster Analysis, Artificial Neural Networks, BI Tools & Applications</p>	10	25
		Total	40	100

Reference Books:

1. Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance by Bernard Marr
2. Big Data Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses by Michael Minelli
3. Big Data & Analytics by Chellappan and Acharya
4. Introduction to Data Mining by Tan, Kumar published by Pearson
5. Data Mining Concepts and Techniques by VikramPudi&Radha Krishna, Oxford University Press
6. Data Mining for Managers by Richard Boire, Palgrave Macmillan

Semester: IV

Paper No: 3

Course code: 4503

Paper: IT Consulting

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will gain knowledge to deliver services for IT Consulting to CIO/ CTO/ CEO and Board of Directors. They will understand concepts of technology consulting, and client-consultant relationship and provide value services for future growth of consulting roles

Learning Outcome:

This course will enable the student to

- gain insight on various consulting services offered
- understanding the consultants' role especially in context to IT consulting
- IT value chain drivers and future growth consulting for individual consultant

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Introduction to IT Consulting, History of IT/IS/ITES Consulting, Various IT Services, IT Value Chain, Drivers of Future Growth Consulting roles and growth cycle of the individual consultant	10	25
II	2	Consulting to CIO/CTO/CEO & Boards, Various consulting services to CEOs and Boards of Directors, Understanding the diversity of consulting roles ,Consulting to the Board: unique process issues and transformation challenges	10	25
III	3	Consulting to Global Clients, Growth in Global Consulting, 9-Step Framework for Analysis, Diverse Issues in Global Consulting	10	25
IV	4	Identifying and Deciding on Alternatives for	10	25

		Action and Measurement: Managing Consulting Firms - The Knowledge Sharing Problem, Consulting as a Profession - Marketing and Selling of Consulting Services - Strategic and Organization Proposal writing and Case study Learn to Identify alternatives for action and measurement, managing consulting firms Content Activity Learning outcomes Information Technology Consulting, Client-consultant relationship, internal vs. External, service Quality		
		Total	40	100

Reference Books:

1. High Value IT Consulting by Purba and Delaney published by McGraw-Hill
2. IT Consulting Essentials – A Professional Handbook by Dave Faulise
3. How to Star and Run IT Consultancy Business by SrikanthMerianda and Brandi Marcene

Semester: IV

Paper No: 4

Course code: 4504

Paper: Strategic Information Technology Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will cultivate skills to develop an information technology strategy to provide competitive advantage for the company and gain an understanding of emerging trends in technologies related to mobile and web media to enable an impact on business.

Learning Outcome:

This course will enable the student to

- understand the strategic use of Information Technology for competitive advantage

- knowledge of trends of information technology to devise organization /business strategy
- cultivate skills for business process re-engineering
- enable development of strategy for web, mobile and overall media

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Information Technology and Competitive Advantage– Role of Information systems in organization, Some key concepts related to strategy such as value chain, five forces, information asymmetry and Technology Investment Information Technology vs. Information systems Two different approaches for gaining Competitive Advantages-Market Based Approach and Resource Based Approach Strategic Role of IT in gaining Competitive Advantages	10	25
II	2	Business Process Reengineering and IT ERP systems Meaning and definition, introduction of Business Process, Organizational processes and Information systems Use of ERP in Business Process Business Process Reengineering	10	25
III	3	Technology Trends Emerging trends of information technology to device business strategic Web related technologies, web media, how to use world wide web for business and marketing purpose Mobile technology impact of mobile technologies on business and mobile strategy for a business Cognitive technology impact on business	10	25
IV	4	Creating a Technology Strategy Developing an IT Strategy Writing your own strategy- Develop your web, web media and mobile strategy	10	25
		Total	40	100

Reference Books:

1. Strategic Management of Information Systems by Keri Pearlson and Carol Saunders
2. Strategic Management and Information Systems: An Integrated Approach by Wendy Robson
3. IT Strategy & Management by SanjivaDubey
4. Strategic Information Systems Management by Kevin Grant

Semester: IV

Paper No: 5

Course code: 4505

Paper: Artificial Intelligence for Business and Data Science using R

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to apply concepts of artificial intelligence, machine learning and data science to business problems. They will gain an understanding of the various tools, techniques and products for the related technologies and be able to apply these to the various industry verticals.

Learning Outcome:

This course will enable the student to

- Understand the concepts of Artificial Intelligence, Machine Learning and Data Science
- Cultivate knowledge of its applications to the business world
- Develop basic skills to use R for a small data set for business application.

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Introduction to Artificial Intelligence. How are businesses leveraging AI. Application of AI in Retail, Finance, HR, Healthcare and other industries. AI products – chatbots, recommendation engines, virtual assistants, voice assistants Types of AI – ANI, AGI, ASI Weak and Strong AI AI technologies – Natural Language Processing, NLG, Computer Vision, Speech Recognition, Robotics, RPA	10	25
II	2	Introducing types of Learning – machine learning, deep learning, reinforcement learning,	10	25

		transfer learning. Use of Intelligence Systems – Expert Systems, Case Based Reasoning, Fuzzy Logic Systems, Genetic Algorithm		
III	3	Introduction to Data Science, Applications of Data Science. Introduction to some Common Algorithms - Nearest Neighbour, Naive Bayes, Decision Trees, Linear Regression, Support Vector Machines (SVM), Neural Networks	10	25
IV	4	Introduction to R and using R for a small to medium data set in marketing, HR or finance domains	10	25
		Total	40	100

Reference Books:

1. Practical Data Science with R, Nina Zumel and John Mount
2. R for Data Science , Hadley Wickham, O Reilly
3. Artificial Intelligence: What Everyone Needs to Know, Jerry Kaplan
4. Artificial Intelligence and Machine Learning for Business, Steven Finlay

Semester: IV

Paper No: 6

Course code: 4506

Paper: Managing Digital Platforms and IT Resource Management

Marks: 50 (Internal 25 + External 25)

Credits: 2

Semester End Examination: 25 Marks

Continuous Internal Evaluation: 25 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments and class participation
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to build a digital business by cultivating the various skills and insights into digital platforms, infrastructure choices, concepts on virtualization and cloud computing and collaboration tools.

Learning Outcome:

This course will enable the student to

- understand various digital platforms
- cultivate skills to build a digital business

- be knowledgeable about infrastructure choices such as IAAS, SAAS, PAAS
- gain insights into various collaboration tools and concepts of virtualization

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	To understand the Introduction to Digital Business ,framework of Drivers of digital Platforms - Mobile, Cloud Computing, Social media Developing the Digital Business Support services- e-CRM, e-SCM, e-banking, ERP, Mobile Computing To know about -Building Digital business Applications and Infrastructure, IAAS, SAAS, PAAS, Information Super Highway, Collaboration Tools	05	25
II	2	Understanding Cloud Computing Enabling Technologies and System, Models for Cloud Computing, Introduction to Cloud Computing including benefits, challenges, and risks, Applications areas of business Cloud Computing Models including Infrastructure/Platform/Software – as-ervice, Public cloud, private cloud and Hybrid Scalability, Performance, Quality of Service, Data centers for Cloud Computing	05	25
III	3	Understanding Virtualization Principles of Virtualization platforms, Security and Privacy issues in the Cloud, Virtualization Techniques & Virtualization Technology	05	25
IV	4	The need for IT Infrastructure Management IT Infrastructure Management Overview – ITIL Model, Organizing and managing people , Managing System Development, Capacity Planning , Availability Management, Change Management Operations Management , Asset and Facilities management, Business Continuity Planning	05	25
		Total	20	100

Reference Books:

1. Cloud Computing First Steps: Cloud Computing for Beginners by Ravi Shankar and NavinSabharwal
2. Cloud Computing: SaaS, PaaS, IaaS, Virtualization, Business Models, Mobile, Security by Kris Jamsa
3. Digital Business Concepts and Strategy –Eloise Coupey, 2nd Edition –Pearson
4. IT Systems Management, Rich Schiesser

Semester: IV

Paper No: 7

Course code: 4507

Paper: Research Project (Year Long Project)

Marks: 100 (100 % Internal Evaluation)

Credits: 4

Application Based/ Research Project: 100 Marks

Learning Outcome:

The Project will enable the student to

- critically review literature related to the topic of research
- demonstrate the capability of conducting research
- apply relevant tools to analyze data and interpret the results
- document the research work following well accepted norms for presenting research

Evaluation:

Evaluation will be 100% internal.

Continuous Internal Evaluation: 50 Marks

Semester End Evaluation: 50 Marks

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Research	500	100